



# **LABOR MARKET APPRAISAL OF MESA, ARIZONA**

Prepared for:

**CITY OF MESA, ARIZONA  
March, 2000**

Prepared by:

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## BACKGROUND

This report is the product of a contract between the Wadley-Donovan Group (WDG) and the City of Mesa. WDG was commissioned to prepare a summary report that highlights the city's specific labor market resources. This assessment will provide a more comprehensive analysis of the city's labor market than appears in a labor market study conducted by WDG for the Greater Phoenix Economic Council. It can be used by the city as a marketing tool to be shown to prospect companies seeking a location in greater Phoenix-Mesa region, and as a guide for remedial action.

WDG is a management-consulting firm that specializes in location consulting. Its clients include many of the world's leading companies. As an outgrowth of this corporate consulting, WDG is frequently asked by economic development agencies and utilities to assist them with their economic development programs. Assistance is typically provided in sales and marketing, strategic planning, database development, overall product development, and assessment. Clients have included New Orleans; Tulsa; Memphis; Phoenix; Asheville, NC; Raleigh; Kansas City; Richmond; Jackson, TN; and the states of Delaware, Iowa, Kansas, Kentucky, Maryland, and Washington.

The authorized study required independent research to review the labor market resources of the City of Mesa and its labor shed. For this study, WDG:

- Interviewed five representative employers in the area (in one company, interviews were held with three separate divisions) for a total of eight interviews. The sectors represented in the interviews include aerospace/aviation, automotive, business services/telecommunications, and high-tech electronics. These findings are presented in Appendix B.
- Prepared and reviewed statistical data on key locational factors for the City of Mesa, the southeast region of the Phoenix-Mesa Metro area, the State of Arizona, the Phoenix-Mesa Metropolitan Area (MSA), the nation, and 30-minute commutes zones for four locations within the city. Sources used by WDG included the U.S. Bureau of the Census, the U.S. Bureau of Labor Statistics, the Arizona Department of Economic Security, and the U.S. Departments of Education and Commerce. Claritas – the nation's leading demographic data vendor that provides updates of U.S. Census data and forecasts for location analysis and consumer marketing – was used for 1999 and 2004 demographic and related data estimates and projections. Exhibits containing the gathered data are presented in Appendix C.
- Prepared maps of the 30-minute commute zones for four sites in the city. The maps show the major existing roads as of April 1999. These are presented in Appendix A. Statistical data for these commute zones are included, where available, in the Exhibits of Appendix C. The city's economic development staff identified these four locations, which are as follows:
  - Downtown Mesa (the intersection of Center Street and Main Street)
  - Falcon Field Airport (the intersection of Greenfield Road and McKellips Road)
  - Superstition Springs (the intersection of Clearview Avenue and Hampton Avenue)
  - Williams Gateway Airport (the intersection of Power Road and Williams Field Road)

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## OVERVIEW

Based on WDG's analysis, it is concluded that:

- The City of Mesa's labor market is tight, but competitive operations are generally able to satisfactorily recruit experienced, quality general business and office support employees. To be able to recruit experienced quality employees in a competitive labor market, employers must have several characteristics. These include strong name recognition; a good benefits package, promotional opportunities for loyal employees, good training opportunities, and aggressive and creative recruiting and screening practices.
- There are certain occupations for which the local labor market is not going to be able to fully provide workers; specifically, highly technical and other professional employees. However, the City of Mesa offers strong appeal nationwide that aids in recruiting efforts. Key factors contributing to this appeal include a modest cost of living, attractive climate, excellent educational systems, varied and rich recreational opportunities, and a significant resident and corporate base. These figures contribute to a high transferee acceptance rate.

One exception to this is recruiting computer programmers, systems analysts, and other information technology personnel. A nationwide shortage exists, which makes it difficult to locate these employees regardless of salary and benefit packages. As a result, special emphasis must be placed on graduating more students in these fields from existing training programs. The City of Mesa has an above average number of quality and varied educational facilities that have already proven their ability to work together to increase awareness of educational opportunities.

Demographics show current and future population and labor force growth patterns are well above the nation as a whole. A 30-minute drive encompasses a population of up to 1.2 million residents for a minimum labor force of 612,448 workers. By 2004, this population figure is expected to reach 1,329,964 individuals. The percentage of working age individuals is expected to increase as well. In the Williams Gateway Airport commute zone, the working age population is projected to increase by more than 20% between 1999 and 2004. Most of this growth will come from in-migration. Meanwhile, graduating students from area schools will add a sizable influx of entry level employees each year, including students from area high schools, and close to 20,000 from post-secondary schools (i.e. community colleges, technical institutes, and universities) in the Phoenix area.

Mesa can boast of having very high quality workers. Statistics show that the population in Mesa and its commute zones is better educated than the national average. The city's ACT test scores show performance levels above the state and nation as well as a number of other Phoenix-Mesa MSA communities. The presence of ASU East, Mesa Community College, the East Valley Think Tank, and a host of other educational facilities has helped to contribute to the well-trained workforce. Employers report an excellent work ethic and productivity as well as very good computer and basic skills among job applicants.

Because many of the operations located in Mesa are well-recognized companies with competitive wages and salaries, average labor costs in Mesa are slightly higher than Metro Phoenix norms. The Phoenix-Mesa MSA, however, offers labor costs that are below or comparable to national averages.

Arizona and the City of Mesa's operating environment is advantageous to businesses. Interviewed employers report that labor relations are extremely positive and the rate of union membership is very low. Arizona is a right-to-work state and has a solid employment-at-will law. Employers report no onerous pending or existing taxation rates or policies. The area's large and growing population coupled with high labor quality, high rate of transferee acceptance, and a good operating environment allows the area to meet competitive office and technology-intensive manufacturing employers' demand for labor now and into the future.

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## LABOR AVAILABILITY

### 1. The demographics of Mesa indicate a strong labor market potential for firms requiring a large, well-educated workforce.

- Mesa is located in the Southeast Valley of the Phoenix metropolitan area. Claritas (a leading national demographic data provider) estimates a 1999 city population of 342,511 residents (the City of Mesa estimate is 402,623). With the Claritas generated population, the city constitutes more than 11% of the Phoenix-Mesa Metropolitan Statistical Area (MSA) (See Exhibit C-1, Appendix C.)
  - The city offers employers a large labor base. As shown in Exhibit C-1, an employer has access to a population base of 1.2 million residents within a 30-minute commute zone from Downtown Mesa. The three other commute zones studied in this report offer a population base of 435,579 (Williams Gateway Airport), 615,712 (Superstition Springs) and 904,822 (Falcon Field Airport).
  - As seen in Exhibit A-1, the Downtown Mesa commute zone is the most densely populated among the four commute zones. The population in this commute zone is most heavily concentrated in the southern and western regions, which are the areas closest to downtown Phoenix. In the eastern sectors of the commute zone, population density decreases. This is demonstrated in the commute zone for Williams Gateway Airport, which extends the furthest east and has the lowest population density among the four commute zones.
  - This population base offers a civilian labor pool between 219,000 (Williams Gateway Airport) and 612,000 (Downtown Mesa). (See Exhibit C-1, Appendix C.)
  - Mesa is the second largest city in the Phoenix-Mesa metropolitan area, the third largest city in the state of Arizona, and the 46<sup>th</sup> largest city in the nation.
- The city is growing rapidly. Between 1990 and 1999, its population grew by 18.9%, compared to a national average of 9.4%. Between 1999 and 2004, it is expected to grow an additional 6.7%, compared to a U.S average of 4.2%. The commute zones are expected to grow at even faster rates from 1999 to 2004, ranging from 8.8% to 13.2%. (See Exhibit C-1, Appendix C.) Most of the growth in the Phoenix-Mesa MSA can be attributed to in-migration of individuals from other parts of the country.
  - Much of the city's forecasted population growth will be between the ages of 18 and 54, indicating a continued influx of entry level and experienced workers into the workforce. As shown in Exhibit C-1 in Appendix C, the growth rate of residents in Mesa and its commute zones in their prime working years (ages 18 to 54) will well exceed the national norm.

- Between 1999 and 2004, the greatest growth rate in the working age population will be in the commute zone located at the site of Williams Gateway Airport. In this zone, the number of residents between the ages of 18 and 54 is expected to grow by almost 22%, compared to Mesa's rate of 10% and a MSA rate of 15.7%.
- Appendix A shows the projected population change within the commute zones. Generally speaking, the areas further from central Phoenix will experience the fastest growth rates between 1999 and 2004.
- Mesa and the four commute zones had well-educated residents in 1990 (the last year for which uniformly collected data are available). According to the U.S. Census, 84.8% of Mesa's residents had at least a high school diploma. In the four commute zones the percentage of residents with at least a high school diploma ranged from 83.1% to over 89.8%. Meanwhile, Mesa and two of the commute zones (Superstition Springs and Williams Gateway Airport sites) had a higher percentage of residents with bachelor's degrees than the national average.
  - Another highly educated sector of Mesa's labor force is comprised of those individuals that are practicing Mormons (approximately 10-11% of Mesa's total population). It is customary for many practicing Mormons to spend a year or more in a foreign country as part of their mission. Much of this population therefore, is bilingual. This has contributed to a labor force that has above average language skills in multiple foreign languages.
- The skill base of residents in Mesa closely matches the skill base of Metro Phoenix-Mesa residents. The proportion of residents employed in precision production occupations, however, is higher in Mesa (12.3%) than the Metro Phoenix-Mesa norm (11.2%).
  - Access to various skill levels will increase in more densely populated areas. Among the four commute zones, the Downtown Mesa commute zone offers the best access to clerical and technical skills, paralleling the population density. A high concentration of both clerical and technical skills can be found around the city of Tempe and south of Tempe and this is within the southwest region of the commute zone for Downtown Mesa. The commute zone for Falcon Field Airport also encompasses a significant portion of this region. Access to these skills decreases as the commute zone moves further east. Therefore, the commute zone around Williams Gateway Airport will offer good, but less, access to residents with these skills (See Appendix A.)
- The median household income in Mesa and its commute zones shows a balanced distribution among income sectors. As shown in Exhibit C-1, Appendix C, the percent of households with annual incomes less than \$35,000, between \$35,000 and \$75,000, and above \$75,000 closely approximates the national and metro averages. The median household income of city residents (\$40,047) slightly lag behind the national (\$40,525) and metro (\$40,935) norms

- Median household incomes vary within the city's commute zones. The largest concentration of households with median incomes above \$71,000 can be found in the commute zone for Downtown Mesa. Specifically, the region to the west of Scottsdale and the region southwest of Tempe are shown to have the highest median incomes. Again, as the commute zone moves east, median household incomes decrease. The Superstition Springs commute zone has the lowest median household incomes (See Appendix A.)

**2. Employers in the city are experiencing a tight labor market, but for competitive firms, general business and office support positions can be filled with quality personnel.** Companies meeting the following criteria are able to fill most if not all of their job openings with quality job applicants.

- A Fortune 500 or similar company with name recognition.
- An excellent benefits package.
- Promotional opportunities for employees who stay with the company.
- Good training programs.
- An attractive and central location.
- A policy that allows wage escalation rates to exceed inflation in order to compete with new or expanding employers.
- Aggressive and creative recruiting and screening efforts and a comprehensive orientation program once employees are hired.

Companies meeting the above criteria can successfully attract a labor force with a demonstrated desire and ability to function productively. They can draw from a pool of experienced and skilled labor with basic skills and computer skills. As long as these companies maintain their competitive position within the market, the area's high growth will offer them the opportunity for continued workforce expansion.

**3. Interviewed employers report a tight local labor market particularly for professional and technical employees, but Mesa's location offers advantages in national recruiting efforts.** Even large, well-known employers paying above average wages report a tight labor availability situation for these positions, particularly skilled LAN administrators, computer support specialists, database administrators and skilled programmers and systems analysts (where a nationwide shortage exists). As a result, employers have had to practice innovative recruiting techniques to attract applicants from other parts of the country. Mesa and the greater metro Phoenix-Mesa area offer several key advantages that have aided recruiting efforts including climate, abundant and high quality alternative



employment opportunities, ample spousal employment opportunities, a high quality of life and a cost of living that is below other major metropolitan areas.

- The local shortage of computer programmers, systems analysts and computer support specialists is common to other parts of the country, especially areas with a concentration of technology-focused operations. Of all workforce skills, these will be the ones most in demand in the years to come. The increase in local demand for these skill sets will be compounded by the current shortage of workers. Efforts to recruit people into already existing training and college programs should be emphasized so that there are more graduates with the skills needed to fill these workforce shortages.
- Based on WDG survey and interview responses, non-exempt, white-collar employees tended to be more readily available than professional and technical employees. Employers did report a slightly more difficult time finding accounting clerks and secretaries/administrative assistants than other non-managerial, office personnel. Overall, general business and office support personnel are available at or close to satisfactory levels. (See Labor Availability in Appendix B.)
- Employers report good to excellent results recruiting engineers and technically trained individuals from other parts of the country to Mesa and the Southeast Valley. Leading attractions include the climate, more affordable housing, good schools and medical care, the chance to live in an area with many technology based jobs, access to local universities, access to many recreational activities, and the chance to live and work in the Southeast Valley (and thereby have short commutes). It is logical for companies to locate close to where their labor force resides.
- As a leading factor in recruiting other professionals and managers from other parts of the country, employers are pleased with most aspects of the area's quality of life. Spousal employment opportunities were perceived as average to good. Table 1 presents a summary of employers' rating of the area's key quality of life factors. Exhibit C-4, Appendix C presents a summary of key statistical quality of life measures. Key points favoring Mesa include a cost of living (103.4%) that is below the Phoenix-Mesa MSA norm (111.1%) and the state norm (104%). Key factors also include a favorable tax climate and good educational systems.
- Highway traffic congestion and high crime rates were noted as two detractors to the area's quality of life.

**TABLE 1**  
**QUALITY OF LIFE AND INFRASTRUCTURE RATINGS**  
 Rating scores: 1 = poor 3 = satisfactory, 5 = excellent

	Average
Climate	4.2
Local and State tax rates	4.2
Air Passenger Service	3.8
Availability of affordable homes	3.8
Availability of affordable rentals	3.7
Public education	3.6
Health Care Services	3.5
Private education	3.4
Spousal employment opportunities	3.3
Air Passenger Cost	3.2
Arts and cultural amenities	3.2
Safety from crime	2.6
Public transportation	2.4
Traffic	1.8

- 4. Metro Phoenix-Mesa's substantial post-secondary educational resources continually add skills needed by local employers to the area's growing labor market.** Each year post-secondary schools in the Phoenix metro area award over 18,000 degrees or certificates, of which 6,200 are in key business and administrative fields. Over 6,000 students at Arizona State University (ASU) alone are involved in the engineering; technology based, and applied sciences programs. The East Valley Institute of Technology, Devry Institute, ITT Technical Institute, the Maricopa Skills Center and the Williams Gateway Airport Aerospace Training Program help contribute to a technically trained workforce.
- In addition to ASU in Tempe, other area institutions include ASU West in Northwestern Phoenix (an upper-divisions campus that focuses on part-time working adults), ASU East in Mesa, Ottawa University, Commonwealth University, the University of Phoenix, Keller Graduate School of Business, Arizona School of Real Estate, Arizona Institute of Business, Rio Salado Community College and the American Graduate School of International Management (also known as "Thunderbird") in Glendale.
- 5. Mesa's Williams Gateway Airport is the site of an "educational mall" housing several quality educational facilities including ASU East.** Chandler-Gilbert Community College, Maricopa Regional Schools/East Valley High School, Embry Riddle Aviation and Management Program, University of North Dakota Flight Training School, US Air Force Research Lab and Mesa Community College's Fire Sciences Program are also represented at the Williams campus.

- Arizona State University East opened at the Williams Campus in the fall of 1996 becoming the third campus of Arizona State University. Currently serving more than 1,000 students, ASU East is among the state's fastest growing institutions with enrollment rising 34% in one year. ASU East is the home campus for the University's highly respected College of Technology and Applied Sciences and Morrison School of Agribusiness and Resource Management, both of which offer the only bachelors and masters degree programs of their kind in Arizona. ASU East prepares students for the workforce in innovative ways by offering niche coursework and programs different than what is offered at ASU Main. Later this year, in conjunction with Intel and Motorola, a 15,000 square foot microelectronics manufacturing teaching factory that mirrors a real microchip factory is scheduled to open.
- A major catalyst for establishing the Williams Campus was the East Valley Think Tank. The East Valley Think Tank is collaborative effort to initiate and develop partnerships between K-12 institutions, community colleges, universities and the business community in order to increase awareness and expand educational opportunities for people of all ages. Business and industry partnerships involve sharing state-of -the-art technology with students, which ultimately results in better-trained workers.

**6. The City of Mesa benefits in particular from Mesa Community College (MCC).** With a main campus at Southern and Dobson, a campus at Power and McKellips Roads under construction and an Extended Campus, over 23,000 students pass through MCC each year in more than 60 different degree programs. The college awards between 1,000 and 1,500 associates degrees and skill certifications each year (1,251 in 1996) and many of these students transfer credits to ASU. In the fall semester of 1997, 30% of ASU's 31,403 undergraduates transferred credits from MCC. MCC maintains a close relationship with business and industry, and aims its occupational coursework at business' actual needs.

- MCC's Extended Campus provides students the opportunity to "e-learn". Students are offered a variety of internet courses at flexible times and in multiple locations.
- Special interest programs are offered in engineering, applied technology, and network administration, among other business directed programs.
- The school works very closely with local employers. For instance, MCC, in partnership with Motorola University, offers classes to Motorola, Inc. employers and its suppliers. MCC's Business and Industry Institute delivers non-credit courses developed by international companies such as Texas Instruments, Chrysler, Xerox and Kodak for their small business suppliers. Also, MCC's Institute is an authorized training site for Sun Microsystems.

**7. Mesa public high schools (Dobson High, East Valley Academy, Mesa High, Mountain View High, Red Mountain High, and Skyline High) graduate between 3,000 and 4,000 students each year.** The City of Mesa is served by Mesa Unified School District, which consists of 52 elementary schools, 12 junior high schools, and six high schools. East Valley schools have consistently placed among the top ten schools in the Arizona Academic Decathlon over the past three years.

- Student test performance in both the ACT and the SAT well exceeds both the state and the national averages. As the scores listed in Table 2 indicate, student test performance on the ACT is also better than several other school districts in the Phoenix-Mesa metro area.

**TABLE 2**  
**COMPARATIVE ACT TEST SCORES, PHOENIX-MESA METRO AREA (1999)**

School	Score
Mesa Unified School District	23.4
Scottsdale Unified School District	23.2
Gilbert Unified School District	22.7
Tempe Unified School District	22.7
Chandler Unified School District	22.4
Glendale Unified School District	21.9

- 8. The most popular recruiting methods within the local labor market are personal referrals.** The other most frequently used recruiting methods are contracting with recruiters, employment agencies and temporary agencies for “temp to perm” individuals.

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## LABOR QUALITY

1. **Mesa employers paying competitive salaries and wages are generally pleased with the quality of basic skills among clerical and administrative office, customer support and other office job applicants, and among distribution and manufacturing job applicants.** Reading comprehension, proficiency in English, thinking and judgment skills, and verbal communication and comprehension were all seen as very good by interviewed employers. PC skills were not ranked quite as highly but were viewed as good among office, manufacturing and distribution job applicants according to WDG's survey and interviews. Employers did report that certified individuals in some advanced programming languages and networking platforms are not readily available (See Appendix B). Manufacturing and distribution personnel have well above average keyboarding skills. Meanwhile, employers provided high ratings on work ethic and productivity among their employees. (See Table 3.)

**TABLE 3**  
**LABOR QUALITY RATINGS FOR NON-MANAGERIAL OFFICE PERSONNEL**  
Rating Scale: 1 = poor, 3 = average, 5 = excellent

Factor	Average
<b>BASIC SKILLS</b>	
Proficiency in English	4.2
Reading comprehension	3.8
Thinking and judgment	3.7
Verbal communication/comprehension	3.7
Arithmetic/math	3.6
Written communication	3.5
Team and cooperative skills	3.3
<b>COMPUTER LITERACY (Office Personnel)</b>	
Fundamental skills	3.3
Basic keyboard skills	3.3
Using word processing software	3.2
Using spreadsheet software	3.0
Using database software	3.0
Using accounting software	3.0
<b>BASIC KEYBOARDING SKILLS</b>	
Manufacturing Personnel	3.3
Distribution Personnel	3.3
<b>PRODUCTIVITY AND WORK ETHIC</b>	
Overall productivity	4.0
Productivity vs. other company operations	4.0
Work ethic	3.8

2. **Average annual employee turnover for the Phoenix-Mesa MSA and the Southeast Valley is less than 15%.** Average turnover can be in excess of 25% for certain types of operations, such as call centers, and this drives the overall rate up. For these types of operations, this is not considered to be an unusually high turnover rate.
3. **Average daily absenteeism is less than 5% for the metro area, although city employers report higher rates.** Employers in the metro area do not report problems with absenteeism among their workforce.

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## LABOR COSTS

- 1. Metropolitan Phoenix-Mesa's labor costs are low to moderate for an area its size.** As shown in Table 3, U.S. government data shows that metro Phoenix-Mesa benchmark salaries, on average, approximate the national average. For some positions, local average salaries exceed the U.S. norm, while for others they are below the national standard. Data from the Economics Research Institute, on the other hand, shows that salaries and wages are lower in the metro area versus the national average (See Exhibit C-6, Appendix C). For reference purposes, Table 4 presents the average wages and salaries for some benchmark positions gathered by the Arizona Department of Economic Security that were not included in the U.S. government data.
- According to WDG's employer interviews, wage and salary rates in Mesa, in general, are slightly higher than the averages found in the Phoenix-Mesa metropolitan area. This is due to the fact that many of the companies located in Mesa are well recognized and/or Fortune 500 companies (See Exhibit C-5, Appendix C for major employers) that require higher skill levels of their employees. To recruit quality employees these employers will offer competitive pay scales that raise the city's average wage and salary rates (see Appendix B).

**TABLE 3**  
**1998 AVERAGE BENCHMARK WAGE RATES IN GREATER PHOENIX AND THE U.S.**  
Source: U.S. Department of Labor, Bureau of Labor Statistics

	Phoenix-Mesa MSA	U.S.
Accountants and Auditors	\$22.98	\$20.13
General Office Clerk	\$10.05	\$10.89
Data Entry	\$8.90	\$9.85
Secretary	\$12.53	\$13.10
Payroll Clerk	\$14.18	\$12.51
Customer Service Rep.	\$9.94	\$12.29
Accounting Clerk	\$10.83	\$11.46
Programmer/Analyst	\$27.88	\$20.63
Machinery Maintenance Worker	\$15.14	\$15.69
Assemblers	\$8.40	\$10.53

**TABLE 4**  
**1998 BENCHMARK WAGE RATES FOR LABOR IN GREATER PHOENIX**  
Source: Arizona Department of Economic Security

Position	Average	Median
Administrative Managers	\$22.71	\$20.12
Computer Programmers	\$27.30	\$26.05
Credit Analysts	\$13.56	\$12.30
Data Base Administrators	\$26.00	\$24.99
Drafters	\$16.66	\$15.26
Electrical and Electronic Engineers	\$31.66	\$33.77
File Clerks	\$7.88	\$7.59
Industrial Production Managers	\$32.89	\$33.98
Insurance Claims Clerks	\$12.26	\$11.65
Loan and Credit Clerks	\$12.71	\$11.97
Machinists	\$14.73	\$14.68
Machine Builders	\$13.35	\$12.03
Payroll and Timekeeping Clerks	\$11.66	\$11.37
Personnel, Training and Labor Relations Manager	\$25.14	\$24.19

- 2. Employee benefits offered by area employers are strong.** In most cases, the health and other benefits of interviewed employers were generally strong, with several employers paying 100% of health, dental, and optical premiums. One other benefit offered by all interviewed employers was full or partial tuition reimbursement programs.
- Typical benefit programs among area employers include full or partial company paid life insurance and health insurance premiums for employees and partial paid premiums for dependents, dental insurance, optical insurance, 401k programs, and long and short term disability insurance.



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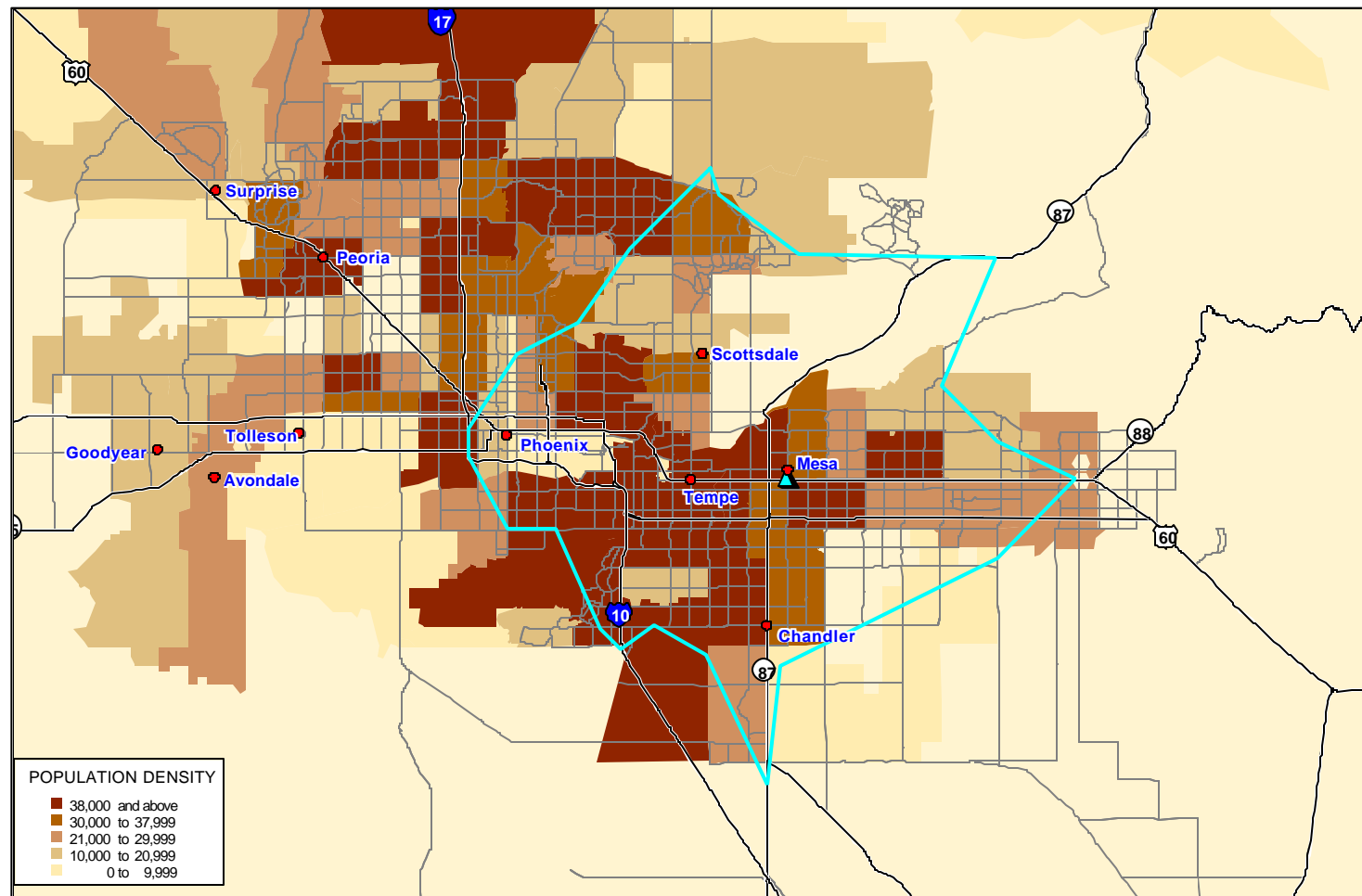
## OPERATING ENVIRONMENT

1. **Arizona workers' compensation and labor legislation is favorable.** A review of existing Arizona labor law reveals no current state legislation exceeding federal mandates. There are no statewide restrictions stronger than federal in terms of drug testing, right-to-know, and wrongful discharge. Arizona has a solid employment-at-will law, meaning that an employee is hired at will and that employment can be terminated at the will of either the employer or the employee.
2. **Taxation in Arizona is favorable.** Arizona and the Phoenix metro area have a favorable tax climate. Employers report no onerous pending or existing taxation rates or policies.
3. **Employers reported few efforts to organize their workforce.** There have been 16 union elections in Mesa since 1977, of which the unions won nine. Arizona is a right-to-work state. (See Table C-7, Appendix C.)
4. **Surveyed employers report a favorable regulatory environment in all areas.** Table 5 displays employer ratings of key governmental and legislative issues.

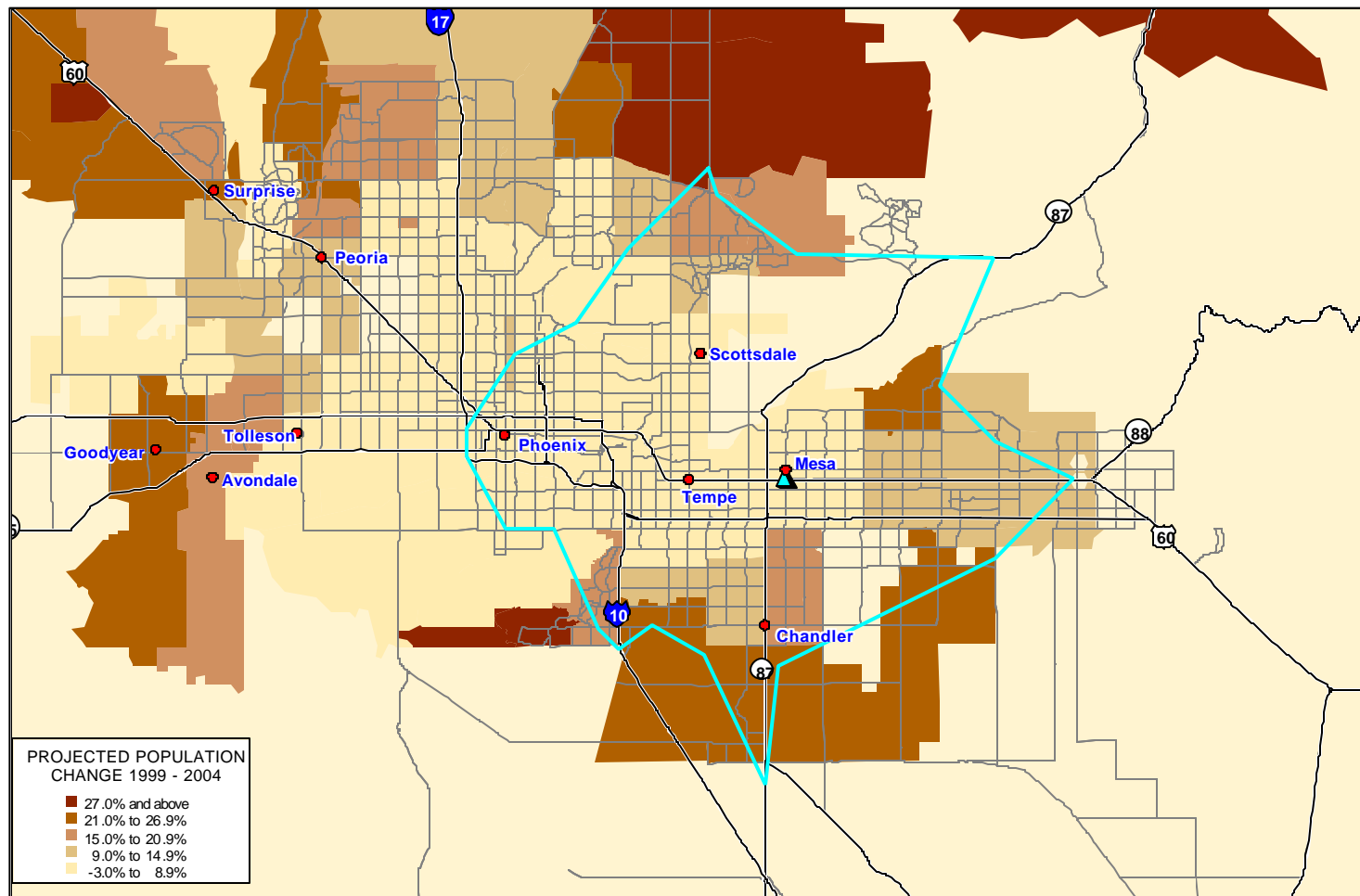
**TABLE 5**  
**GOVERNMENT AND LABOR LEGISLATION RATINGS**  
Rating scores: 1 = very poor 3 = average, 5 = excellent

	Average
Local government regulations	3.8
State government regulations	3.8
Workers' comp. costs	3.6
Fairness of workers' comp. enforcement	3.6
Unemployment insurance costs	3.6
Fairness of unemployment insurance enforcement	3.6

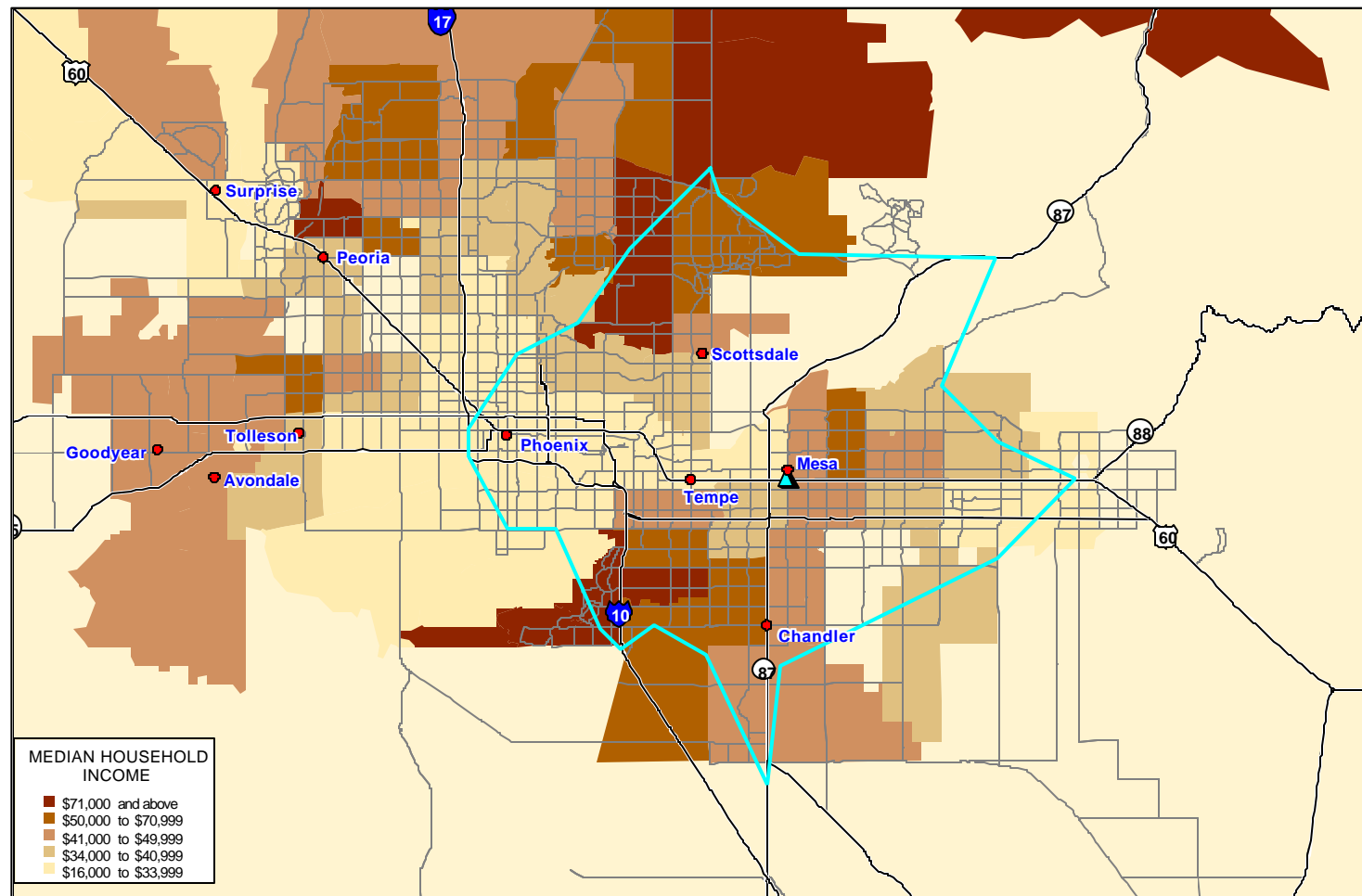
**EXHIBIT A-1**  
**Current Population Density**  
**30-Minute Commute Zone from Downtown Mesa**  
**SOURCE: Claritas**



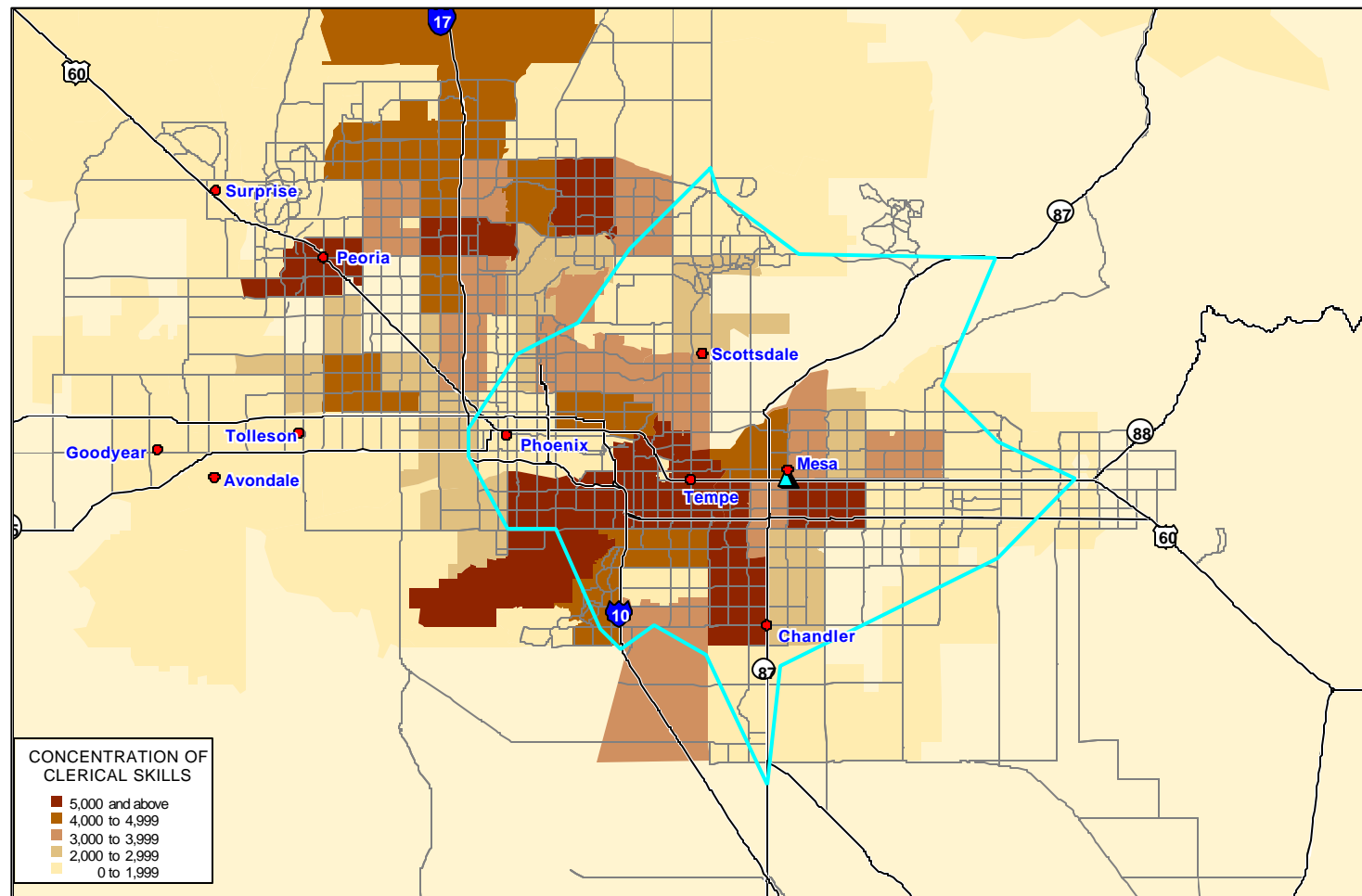
**EXHIBIT A-2**  
**Projected Population Change 1999 - 2004**  
**30-Minute Commute Zone from Downtown Mesa**  
**SOURCE: Claritas**



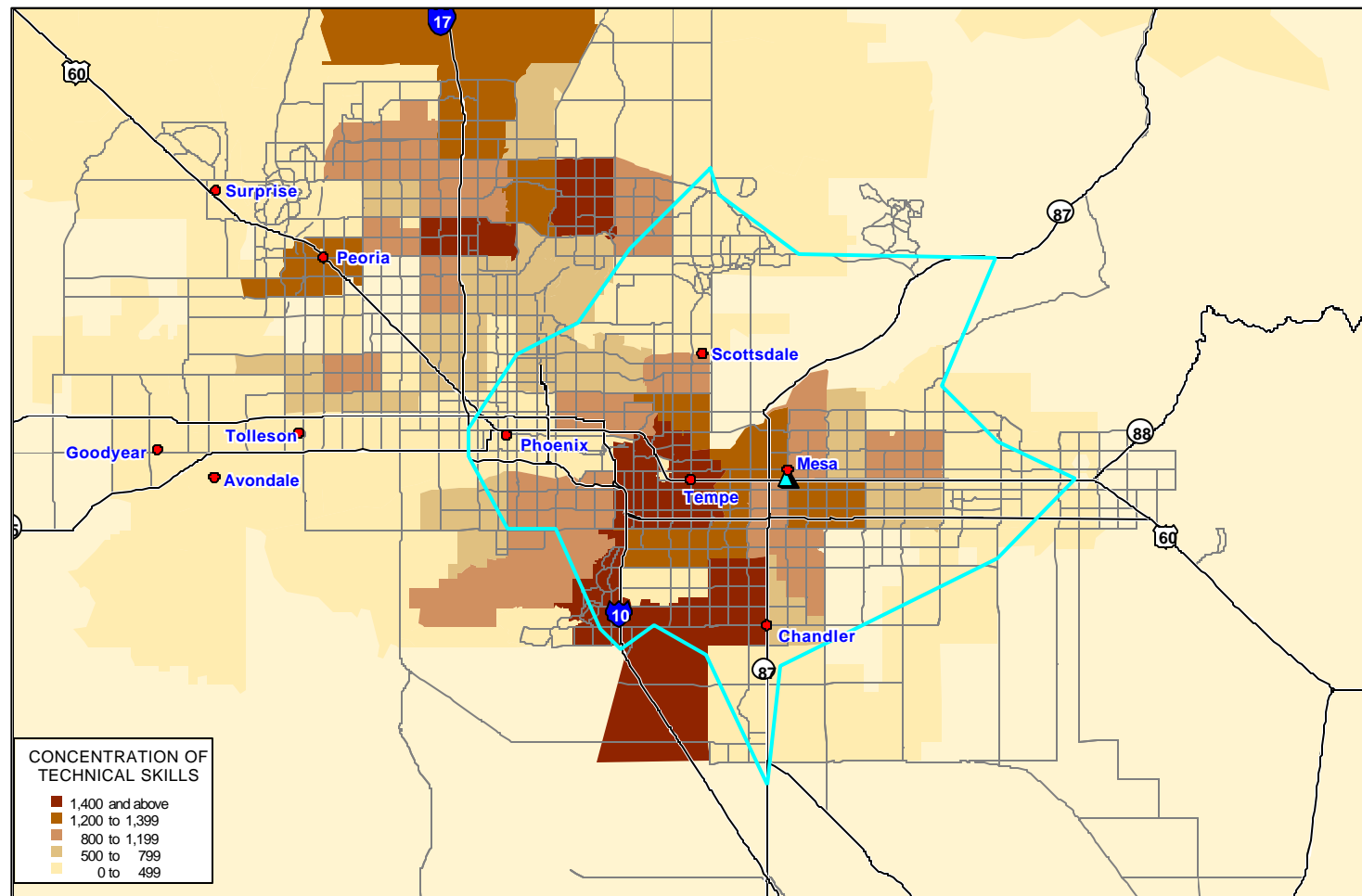
**EXHIBIT A-3**  
**Median Household Income**  
**30-Minute Commute Zone from Downtown Mesa**  
SOURCE: Claritas



**EXHIBIT A-4**  
**Concentration of Clerical Skills**  
**30-Minute Commute Zone from Downtown Mesa**  
SOURCE: Tetrad



**EXHIBIT A-5**  
**Concentration of Technical Skills**  
**30-Minute Commute Zone from Downtown Mesa**  
SOURCE: Tetrad



**EXHIBIT B**  
**Employer Survey/Interview Summary**  
**Mesa, AZ**

<b>BACKGROUND INFORMATION</b>
<b>Please indicate the company functions at your location:</b>
Headquarters
Regional, district, branch office
Sales center/office
Administrative center
Customer service/call center
Lodging, restaurant
Professional services (other than health care)
Business services
School/educational facility
Retail sales center
Computer data center
Research and development
Distribution, wholesale
Manufacturing, repair, maintenance
Health care services
Other
Business Collections

<b>RESPONSES</b>
0
1
0
0
1
0
1
0
0
0
0
2
0
2
0
1

**EXHIBIT B**  
**Employer Survey/Interview Summary**  
**Mesa, AZ**

<b>EMPLOYMENT PROFILE (Average number)</b>
Average number of full-time employees
Average number of part-time employees
Current number of temporary employees
Estimated full-time employees one year from now
Average weekly hours per employee
Number of shifts
Percentage of your company's labor force represented by one or more unions
<i>Please indicate the percentage of full and part-time employees who are:</i>
Hourly or non-exempt
Salaried or exempt
<b>LABOR MARKET AREA</b>
<i>Please estimate your employees' average one-way commuting distance (in miles):</i>
Hourly and office non-exempt
Management and professional
<b>EASE OF LOCATING AND RELOCATING MANAGEMENT AND PROFESSIONALS (5=Excellent, 1=Poor)</b>
Ease of relocating managers/professionals from outside area
Employment opportunities for "trailing" spouses
<b>WORK ETHIC</b>
<b>Please circle the number that best describes your experience. (5=Excellent, 1=Poor)</b>
Work ethic
Productivity
Productivity compared to that of company's other sites

RESPONSES	AVERAGE	MEDIAN	TOTAL
5	1024.6	300.0	5,123
4	6.8	3.5	27
4	226.5	112.0	906
4	1248.8	360.0	4,995
4	43.5	44.5	
4	4.0	3.0	
4	23%	0%	
RESPONSES	AVERAGE	MEDIAN	
5	55.2%	50.0%	
5	44.8%	50.0%	
RESPONSES	AVERAGE	MEDIAN	
4	13.8	12.5	
4	10.6	10.0	
RESPONSES	AVERAGE SCORE	MEDIAN SCORE	
4	4.0	4.0	
4	3.3	3.5	
RESPONSES	AVERAGE SCORE	MEDIAN SCORE	
6	4.0	4.0	
6	3.8	4.0	
5	4.0	4.0	



**EXHIBIT B**  
**Employer Survey/Interview Summary**  
**Mesa, AZ**

<b>TURNOVER</b>
Please circle the number that best describes your experience. (1=0-5%, 2=6-9%, 3=10-14%, 4=15-25%, 5=over 25%)
Average annual turnover rate
Average daily absenteeism rate
Is this considered high for your industry?
<b>TRAINING AND EDUCATIONAL RESOURCES</b>
Please circle the educational resources used by your firm for each of the following:
Clerical employee training Private Vendor
Clerical employee training Vocational/Technical
Clerical employee training Community College
Clerical employee training College/University
Clerical employee training In-house
Production-level employee training Private Vendor
Production-level employee training Vocational/Technical
Production-level employee training Community College
Production-level employee training College/University
Production-level employee training In-house
Technical/professional employee training Private Vendor
Technical/professional employee training Vocational/Technical
Technical/professional employee training Community College
Technical/professional employee training University/College
Technical/professional employee training In-house

RESPONSES	AVERAGE SCORE	MEDIAN SCORE
4	3.8	4.5
3	3.0	3.0
	YES	NO
3	0	3

RESPONSES
1
0
0
0
2
0
1
1
0
3
4
1
1
1
3

**EXHIBIT B**  
**Employer Survey/Interview Summary**  
**Mesa, AZ**

<b>TRAINING AND EDUCATIONAL RESOURCES</b>
<i>Do you have an internship program or a high school/vo-tech co-op or apprenticeship program?</i>
<i>Has your company utilized state funding for training programs?</i>
<i>Does your company have a training budget?</i>
<i>If yes, do you predict in the next 1 to 3 years that the budget will: (1=Grow, 2=Shrink, 3=Remain the same)</i>
<b>BASIC SKILLS OF JOB APPLICANTS</b>
<i>Please rate the basic skill levels you see among your non-managerial and non-professional JOB APPLICANTS. (5=Excellent, 1=Poor)</i>
Proficiency in English
Written communication
Reading comprehension
Arithmetic/math
Thinking and judgement
Verbal communication/comprehension
Team and cooperative skills

RESPONSES	YES	NO	
7	2	5	
6	1	5	
7	7	0	
RESPONSES	GROW	SHRINK	REMAIN SAME
7	2	2	3
RESPONSES	AVERAGE	MEDIAN	
6	4.2	4.0	
6	3.5	3.0	
6	3.8	4.0	
5	3.6	3.0	
6	3.7	3.5	
6	3.7	3.5	
6	3.3	3.0	

**EXHIBIT B**  
**Employer Survey/Interview Summary**  
**Mesa, AZ**

<b>COMPUTER SKILLS NEEDED OF JOB APPLICANTS</b>
<i>Please rate the computer skill levels you see among your JOB APPLICANTS. (5=Excellent, 1=Poor)</i>
<i>Office Personnel (non-managerial)</i>
Fundamental skills
Basic keyboard skills
Using work processing software
Using spreadsheet software
Using database software
Using accounting software
<i>Office Personnel (Professional/Technical/Managerial)</i>
Accessing and using the Internet
CAD skills (e.g. AutoCAD)
JAVA
C++
SQL
Oracle database
Novell certified
Windows NT certified
Unix
HTML/web page development
A+ certified
<i>Manufacturing Personnel</i>
Basic keyboard skills
<i>Distribution Personnel</i>
Basic keyboard skills

RESPONSES	AVERAGE	MEDIAN
6	3.3	3.0
6	3.3	3.0
5	3.2	3.0
6	3.0	3.0
5	3.0	3.0
4	3.0	3.0
5	3.4	3.0
3	2.5	2.5
4	2.7	3.0
4	3.0	3.0
4	2.3	2.0
4	2.3	2.0
3	2.5	2.5
4	2.7	3.0
4	2.3	2.0
4	2.7	3.0
4	2.3	2.0
4	3.3	3.0
5	3.3	3.0

**EXHIBIT B**  
**Employer Survey/Interview Summary**  
**Mesa, AZ**

<b>EMPLOYEE COMPUTER SKILL REQUIREMENT</b>
<i>Please indicate the level of skill generally needed among your JOB APPLICANTS ONLY.</i>
<i>(5=Required of Everyone, 4=Required of more than 75%, 3=Required of 50-75%, 2=Required of 25-50%, 1=Required of less than 25%)</i>
<i>Office Personnel (non-managerial)</i>
Fundamental skills
Basic keyboard skills
Using word processing software
Using spreadsheet software
Using database software
Using accounting software
<i>Office Personnel (Professional/Technical/Managerial)</i>
Accessing and using the Internet
CAD skills (e.g. AutoCAD)
JAVA
C++
SQL
Oracle database
Novell certified
Windows NT certified
Unix
HTML/web page development
A+ certified
<i>Manufacturing Personnel</i>
Basic keyboard skills
<i>Distribution Personnel</i>
Basic keyboard skills

RESPONSES	AVERAGE	MEDIAN
6	4.3	4.0
6	4.3	4.0
5	3.8	4.0
5	3.4	4.0
4	2.8	3.0
4	2.0	1.5
7	3.6	4.0
4	1.7	2.0
4	1.3	1.0
4	1.3	1.0
4	1.3	1.0
4	1.3	1.0
4	1.3	1.0
4	1.3	1.0
4	1.7	1.0
4	1.3	1.0
3	1.0	1.0
4	2.7	3.0
5	3.3	3.5

**EXHIBIT B**  
**Employer Survey/Interview Summary**  
**Mesa, AZ**

<b>OVERQUALIFIED JOB APPLICANTS</b>
<i>Please provide your experience with the following (5=Plentiful, 1=Unavailable):</i>
Availability of overqualified job applicants:
Do you think it is common for residents in the area to be employed below their skill level more so than in the rest of the country?
Are overqualified job applicants a factor in the local job market?

RESPONSES	AVERAGE SCORE	MEDIAN SCORE
6	2.8	2.5
RESPONSES	YES	NO
6	1	5
6	1	5

**EXHIBIT B**  
**Employer Survey/Interview Summary**  
**Mesa, AZ**

<b>LABOR DEMAND (Currently looking)</b>	
<b>General Business and Office Support</b>	<b>RESPONSES</b>
Accounting clerks	1
Clerical workers with advanced computer skills	2
Customer service representatives	3
General clerks	3
Management trainees	0
Management, experienced	2
Secretaries/administrative assistants	2
Secretaries - specialized (legal, medical, etc.)	1
<b>Computer and Information Services</b>	
Computer programmers	4
Computer support specialists	5
Database administrators	2
Graphic artist/web page design	2
LAN administrators	2
Systems analysts	3
<b>Technical and Professional</b>	
Accountants	1
Associate engineers (2-year degree)	0
Drafters	1
Engineers	1
Health care technicians	0
Licensed practical nurses	0
Registered nurses	0
Sales (non-retail)	0
Scientists	1
Teachers	0
Technicians	1

**EXHIBIT B**  
**Employer Survey/Interview Summary**  
**Mesa, AZ**

<b>LABOR DEMAND (Currently looking)</b>
<b>Manufacturing Production and Maintenance; Distribution</b>
Bench assembly workers
Drivers
Heavy equipment operators
Machine operators, no setup
Machine operators, with setup
Machinists
Maintenance personnel, experienced
Material handling laborers
Production supervisors
Skilled machine trades (general)
Tool and die makers
Unskilled workers (manufacturing, repair)
Welders, entry level
Welders, skilled
<b>Retail/Hospitality/Restaurant</b>
Cooks and Servers
Housekeeping
Management
Retail clerks

<b>RESPONSES</b>
0
0
0
0
0
0
1
1
0
0
0
1
0
1
0
0
0
0

**EXHIBIT B**  
**Employer Survey/Interview Summary**  
**Mesa, AZ**

<b>LABOR DEMAND (Need in 1 year)</b>
<b>General Business and Office Support</b>
Clerical workers with advanced computer skills
Customer service representatives
General clerks
Management, experienced
Secretaries/administrative assistants
<b>Computer and Information Services</b>
Computer programmers
Computer support specialists
Systems analysts
<b>Manufacturing Production and Maintenance; Distribution</b>
Drivers
Maintenance personnel, experienced

RESPONSES	AVERAGE	MEDIAN	TOTAL NEED
1	2.0	2.0	2
2	45.0	45.0	90
2	26.5	26.5	53
1	5.0	5.0	5
1	2.0	2.0	2

1	1.0	1.0	1
1	1.0	1.0	1
1	1.0	1.0	1
1	2.0	2.0	2
1	3.0	3.0	3



**EXHIBIT B**  
**Employer Survey/Interview Summary**  
**Mesa, AZ**

<b>LABOR DEMAND (Need in 2 years)</b>
<b>General Business and Office Support</b>
Customer service representatives
General clerks
Management, experienced

RESPONSES	AVERAGE	MEDIAN	<b>TOTAL NEED</b>
1	80.0	80.0	80
1	6.0	6.0	6
1	8.0	8.0	8

**EXHIBIT B**  
**Employer Survey/Interview Summary**  
**Mesa, AZ**

<b>LABOR AVAILABILITY</b>
Please rate your experience recruiting the following occupations from the local workforce during the past three months. (5=Plentiful, 1=Unavailable)
<b>General Business and Office Support</b>
Accounting clerks
Clerical workers with advanced computer skills
Customer service representatives
General clerks
Management trainees
Management, experienced
Secretaries/administrative assistants
Secretaries - specialized (legal, medical, etc.)
<b>Computer and Information Services</b>
Computer programmers
Computer support specialists
Database administrators
Graphic artist/web page design
LAN administrators
Systems analysts
<b>Technical and Professional</b>
Accountants
Associate engineers (2-year degree)
Drafters

<b>RESPONSES</b>	<b>AVERAGE SCORE</b>	<b>MEDIAN SCORE</b>
4	2.8	3.0
4	3.0	3.0
4	3.3	3.0
3	3.0	3.0
1	3.0	3.0
3	3.0	3.0
4	2.8	3.0
2	3.0	3.0

3	2.3	2.0
2	2.5	2.5
2	2.5	2.5
1	2.0	2.0
1	2.0	2.0
1	2.0	2.0

3	2.0	2.0
1	2.0	2.0
1	4.0	4.0

**EXHIBIT B**  
**Employer Survey/Interview Summary**  
**Mesa, AZ**

<b>COMPANY LABOR COSTS</b>				
<b>General Business and Office Support</b>		<b>RESPONSES</b>	<b>AVERAGE</b>	<b>MEDIAN</b>
Accounting clerks	No Ex, Hire	1	\$ 20,800	\$ 20,800
Customer service representatives	No Ex, Hire	2	\$ 29,000	\$ 29,000
Customer service representatives	3-5, Hire	1	\$ 31,000	\$ 31,000
Customer service representatives	3-5, Avg	1	\$ 35,000	\$ 35,000
General clerks	No Ex, Hire	1	\$ 17,680	\$ 17,680
Management trainees	No Ex, Hire	1	\$ 40,000	\$ 40,000
Management, experienced	3-5, Hire	1	\$ 50,000	\$ 50,000
Secretaries/administrative assistants	No Ex, Hire	1	\$ 25,000	\$ 25,000
Secretaries - specialized (legal, medical, etc.)	3-5, Hire	1	\$ 31,200	\$ 31,200
<b>Computer and Information Services</b>				
Computer programmers	No Ex, Hire	1	\$ 30,000	\$ 30,000
<b>Technical and Professional</b>				
Accountants	3-5, Hire	1	\$ 52,000	\$ 52,000
Engineers	3-5, Hire	1	\$ 93,600	\$ 93,600
<b>Production, Maintenance and Distribution</b>				
Bench assembly workers	No Ex, Hire	1	\$ 17,680	\$ 17,680
<b>Other: Fill in below</b>				
Assembler w/o A&P license	3-5, Hire	1	\$ 30,160	\$ 30,160
Assembler with A&P license	3-5, Hire	1	\$ 33,280	\$ 33,280

**EXHIBIT B**  
**Employer Survey/Interview Summary**  
**Mesa, AZ**

<b>RETIRED RESIDENTS WITHIN THE WORKFORCE</b>
<i>Please describe your experiences hiring local retired residents.</i>
<i>Approximately how many retired residents do you employ during your peak employment period?</i>
Full-time:
Part-time:
<i>Please describe the occupations or positions held by retired residents within your company:</i>
<i>What has been your overall experience employing retired residents? Have those experiences been satisfactory or unsatisfactory? If you haven't hired a retired person, would you consider doing so? Please explain.</i>

RESPONSES	AVERAGE	MEDIAN
5	0.0	0.0
5	0.0	0.0
Not applicable		
Not Applicable		

**EXHIBIT B**  
**Employer Survey/Interview Summary**  
**Mesa, AZ**

<b>EMPLOYEE RECRUITING</b>
<i>Please rank the three most frequently used recruiting methods employed by your company or organization:</i>
Walk-ins/unsolicited resumes
Referrals
Employment agencies
"Temp to perm"
"Word of mouth"
Recruiters
Newspaper advertising
State employment office/Team PA Career Link
University/College
Internet
High school/Co-op programs
Welfare to work
Other

<b>RESPONSES</b>
0
4
3
3
1
4
1
0
2
2
0
0
0

**EXHIBIT B**  
**Employer Survey/Interview Summary**  
**Mesa, AZ**

<b>BENEFITS OFFERED BY COMPANY</b>
<i>Does your company offer the following benefits for employees?</i>
Subsidized day care program
Company organized day care program
Life insurance
100% company paid
Partial company paid
Health insurance (company paid)
100% company paid
Partial company paid
Dental insurance (company paid)
100% company paid
Partial company paid
Optical insurance (company paid)
100% company paid
Partial company paid
Tuition reimbursement
100%
Partial
Pension
401K
Long-term disability
Short-term disability
Other
Pre-tax 125 Cafeteria Plan
Supplemental Life Insurance

<b>RESPONSES</b>	<b>YES</b>	<b>NO</b>
7	1	6
7	0	7
<b>RESPONSES</b>	<b>YES</b>	<b>NO</b>
7	7	0
1	1	0
<b>RESPONSES</b>	<b>YES</b>	<b>NO</b>
2	2	0
5	5	0
<b>RESPONSES</b>	<b>YES</b>	<b>NO</b>
3	3	0
4	4	0
<b>RESPONSES</b>	<b>YES</b>	<b>NO</b>
3	2	1
5	4	1
<b>RESPONSES</b>	<b>YES</b>	<b>NO</b>
5	5	0
2	2	0
5	4	1
7	7	0
6	6	0
7	7	0
1		

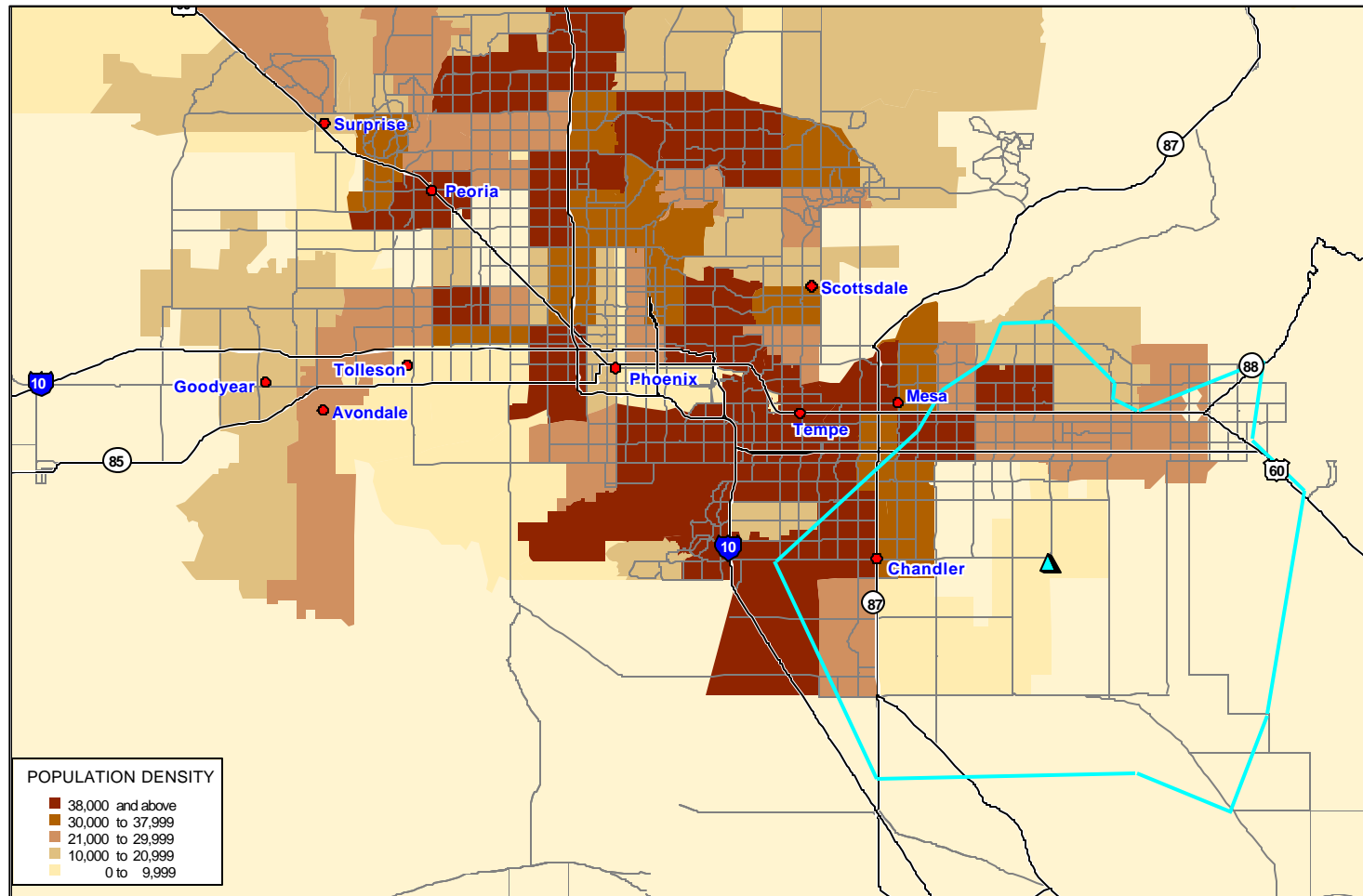
**EXHIBIT B**  
**Employer Survey/Interview Summary**  
**Mesa, AZ**

<b>LOCAL BUSINESS CLIMATE</b>
<i>Please rate the following (5=Excellent, 1=Poor)</i>
Local government regulations
State government regulations
Workers' compensation costs
Fairness of workers' compensation enforcement
Unemployment insurance costs
Fairness of unemployment insurance enforcement
<b>QUALITY OF LIFE</b>
<i>Please rate the following (5=Excellent, 1=Poor)</i>
Air passenger service
Air passenger cost
Arts and cultural amenities
Availability of affordable homes
Availability of affordable rentals
Climate
Health care services
Local and State (Property, Sales, Income) tax rates
Private education
Public education
Public transportation
Safety from crime
Traffic

<b>RESPONSES</b>	<b>AVERAGE SCORE</b>	<b>MEDIAN SCORE</b>
5	3.8	4.0
5	3.8	4.0
5	3.6	3.0
5	3.6	3.0
5	3.6	3.0
5	3.6	3.0

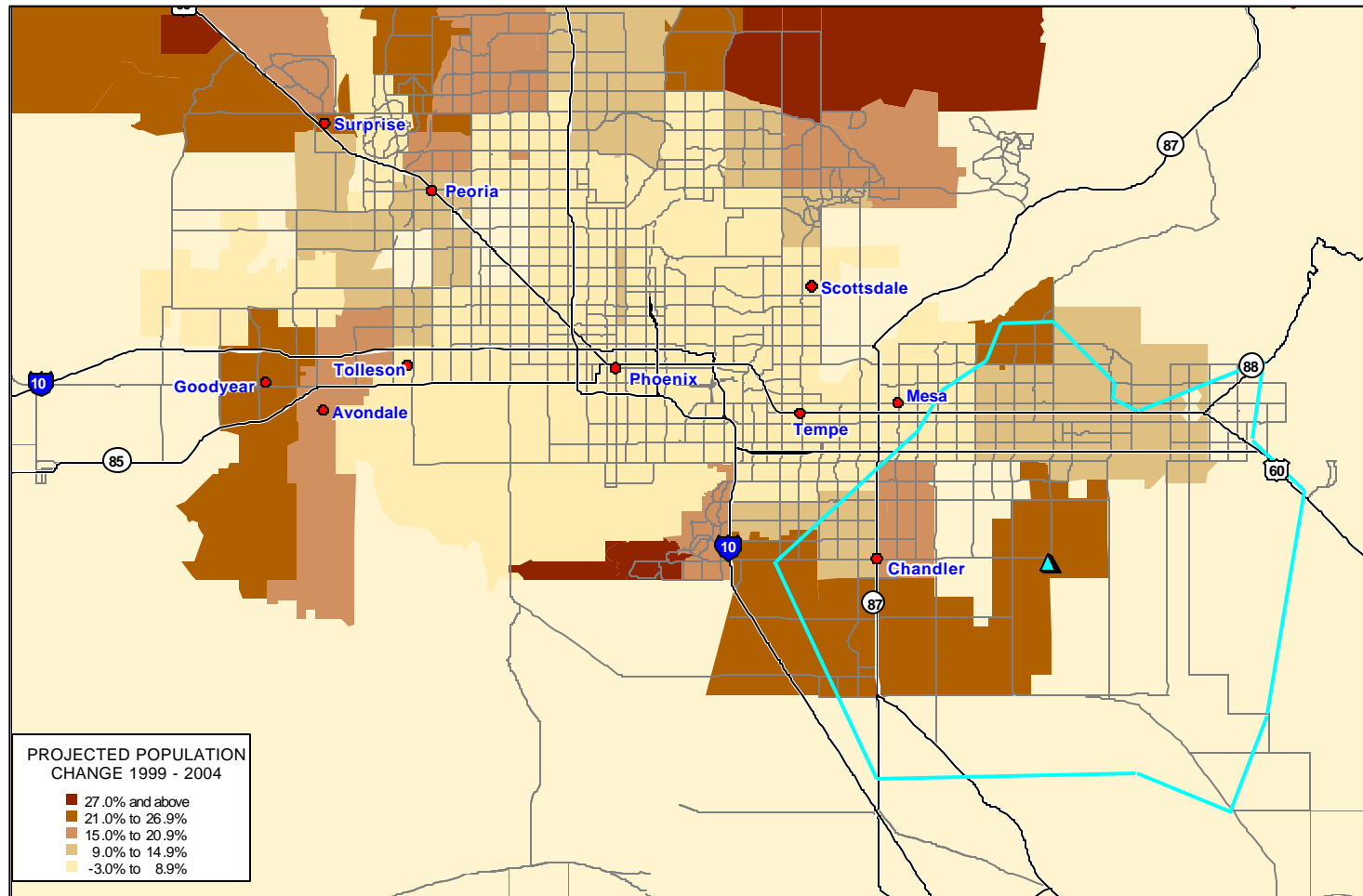
<b>RESPONSES</b>	<b>AVERAGE SCORE</b>	<b>MEDIAN SCORE</b>
5	3.8	4.0
5	3.2	3.0
5	3.2	3.0
6	3.8	4.0
6	3.7	3.5
6	4.2	4.0
6	3.5	3.0
6	4.2	4.0
5	3.4	3.0
5	3.6	4.0
5	2.4	2.0
5	2.6	3.0
5	1.8	2.0

**EXHIBIT A-16**  
**Current Population Density**  
**30-Minute Commute Zone from Williams Gateway Airport**  
**SOURCE: Claritas**

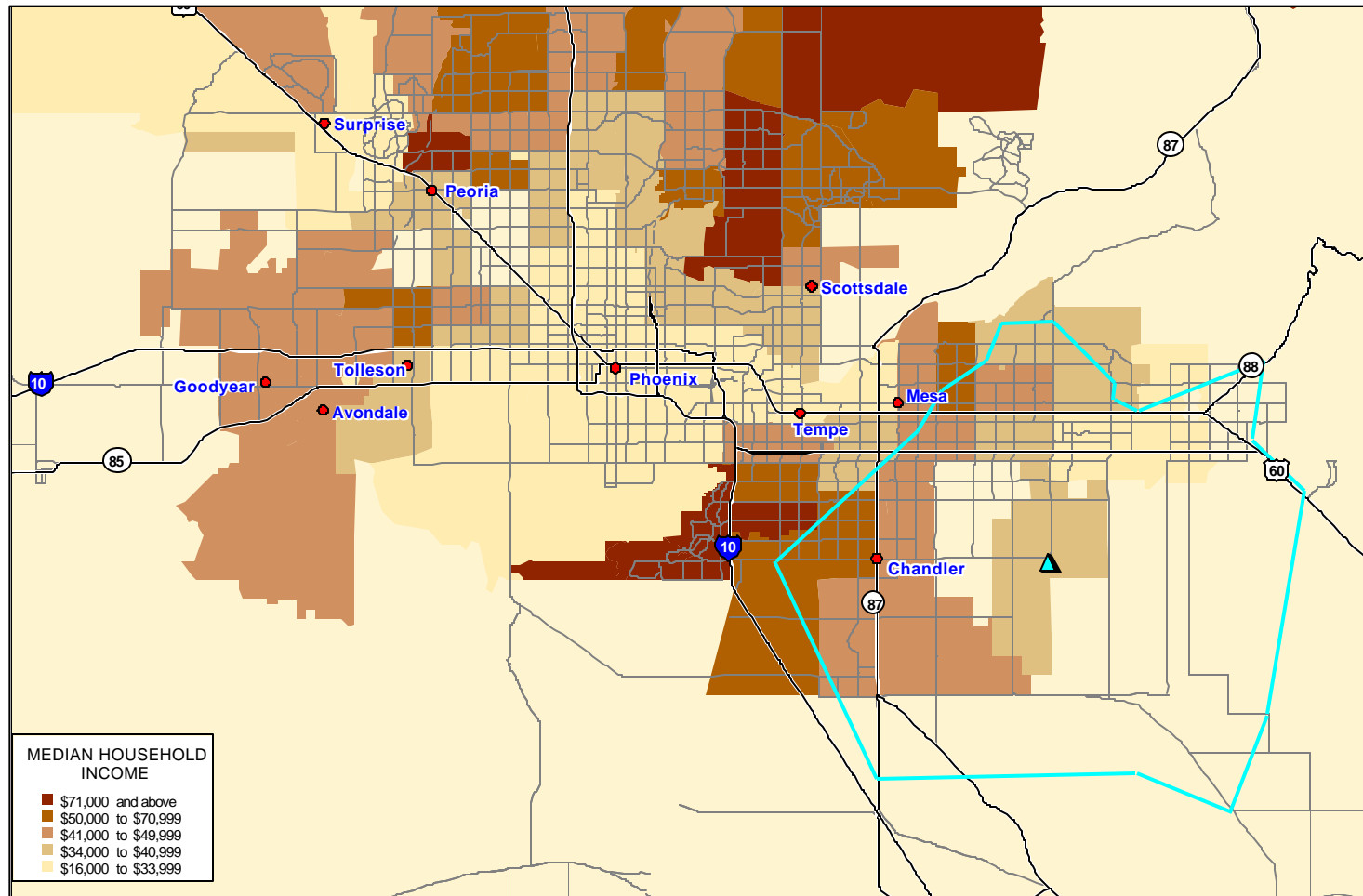




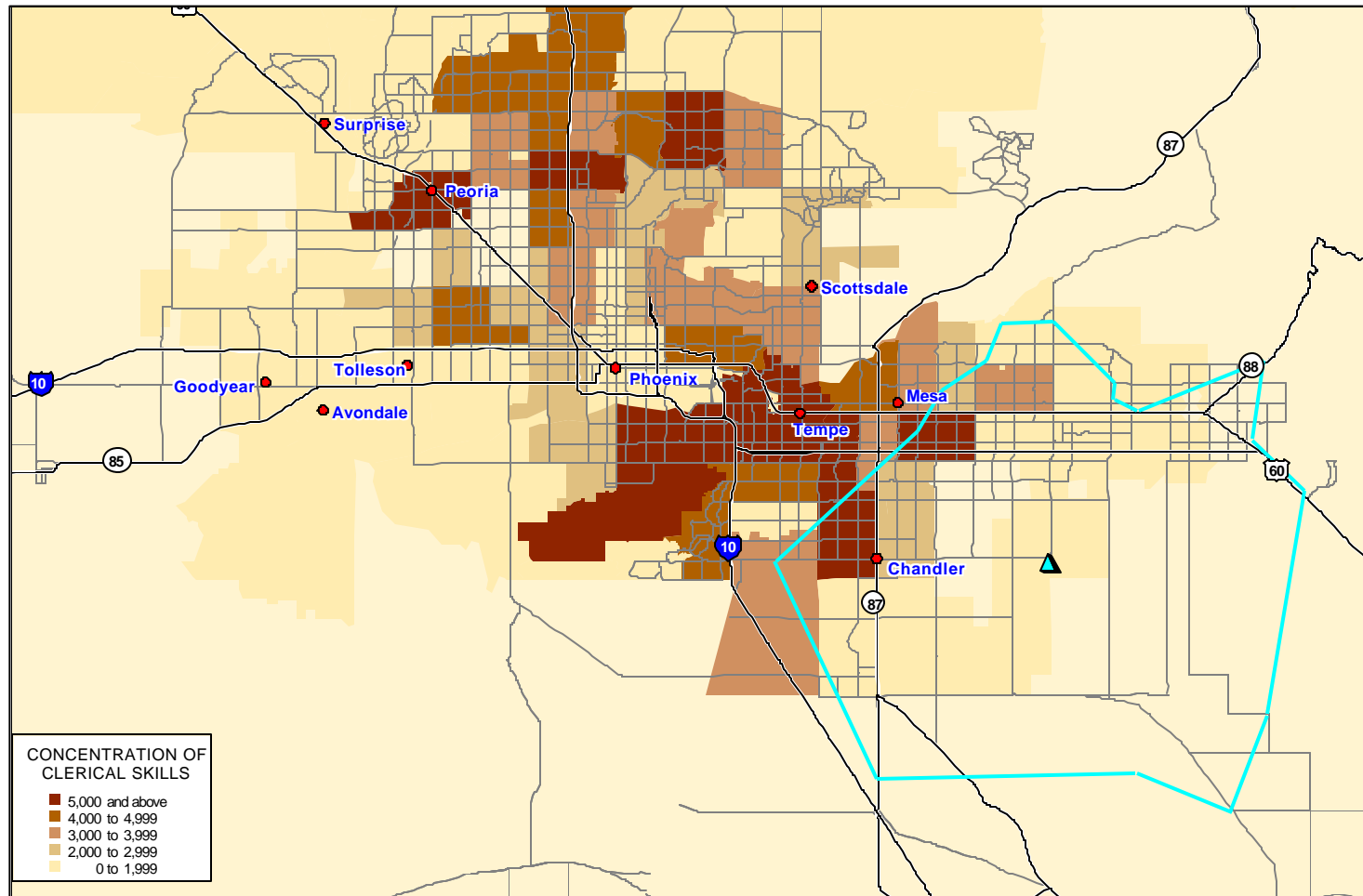
**EXHIBIT A-17**  
**Projected Population Change 1999 - 2004**  
**30-Minute Commute Zone from Williams Gateway Airport**  
**SOURCE: Claritas**



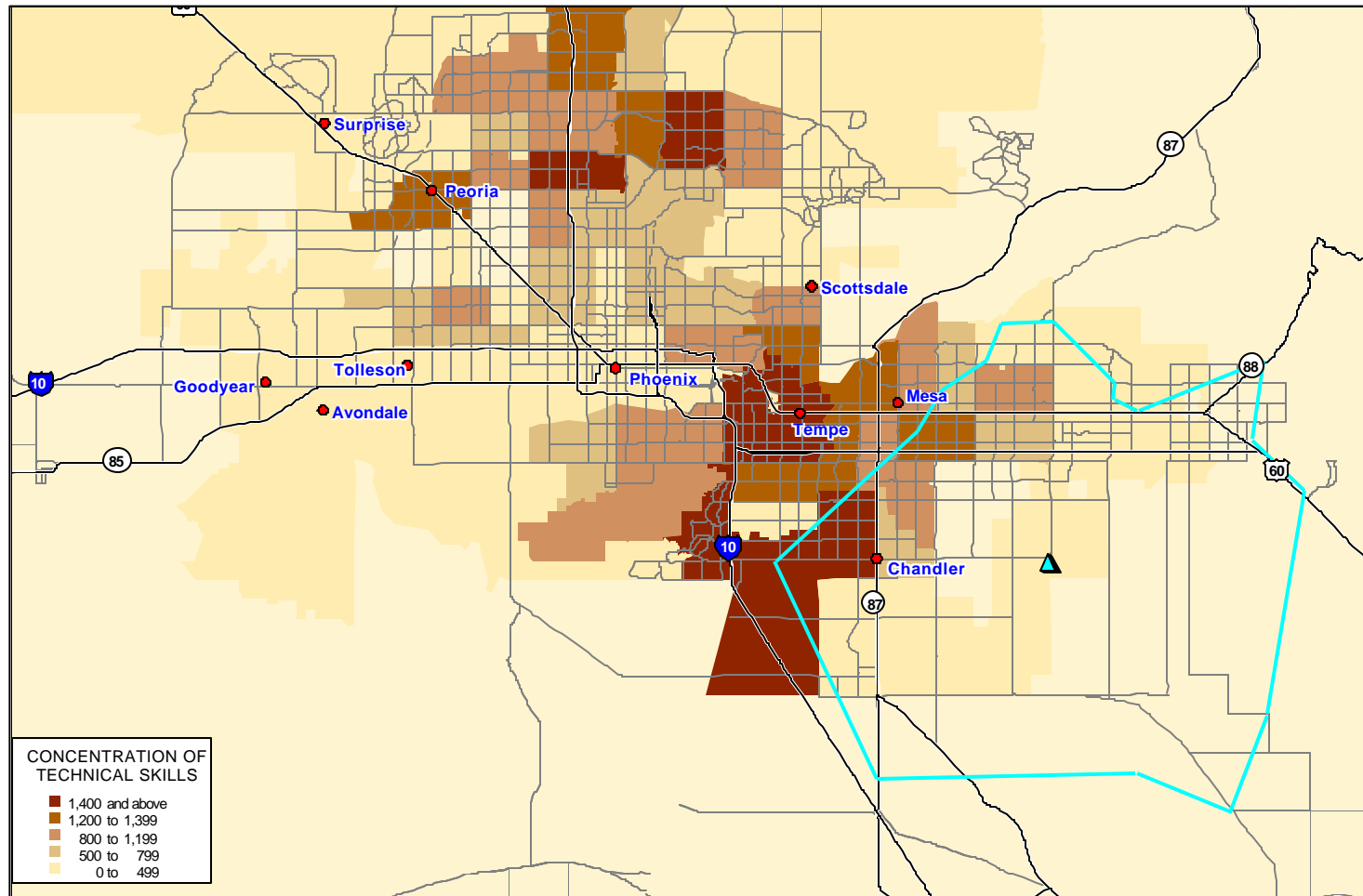
**EXHIBIT A-18**  
**Median Household Income**  
**30-Minute Commute Zone from Williams Gateway Airport**  
**SOURCE: Claritas**



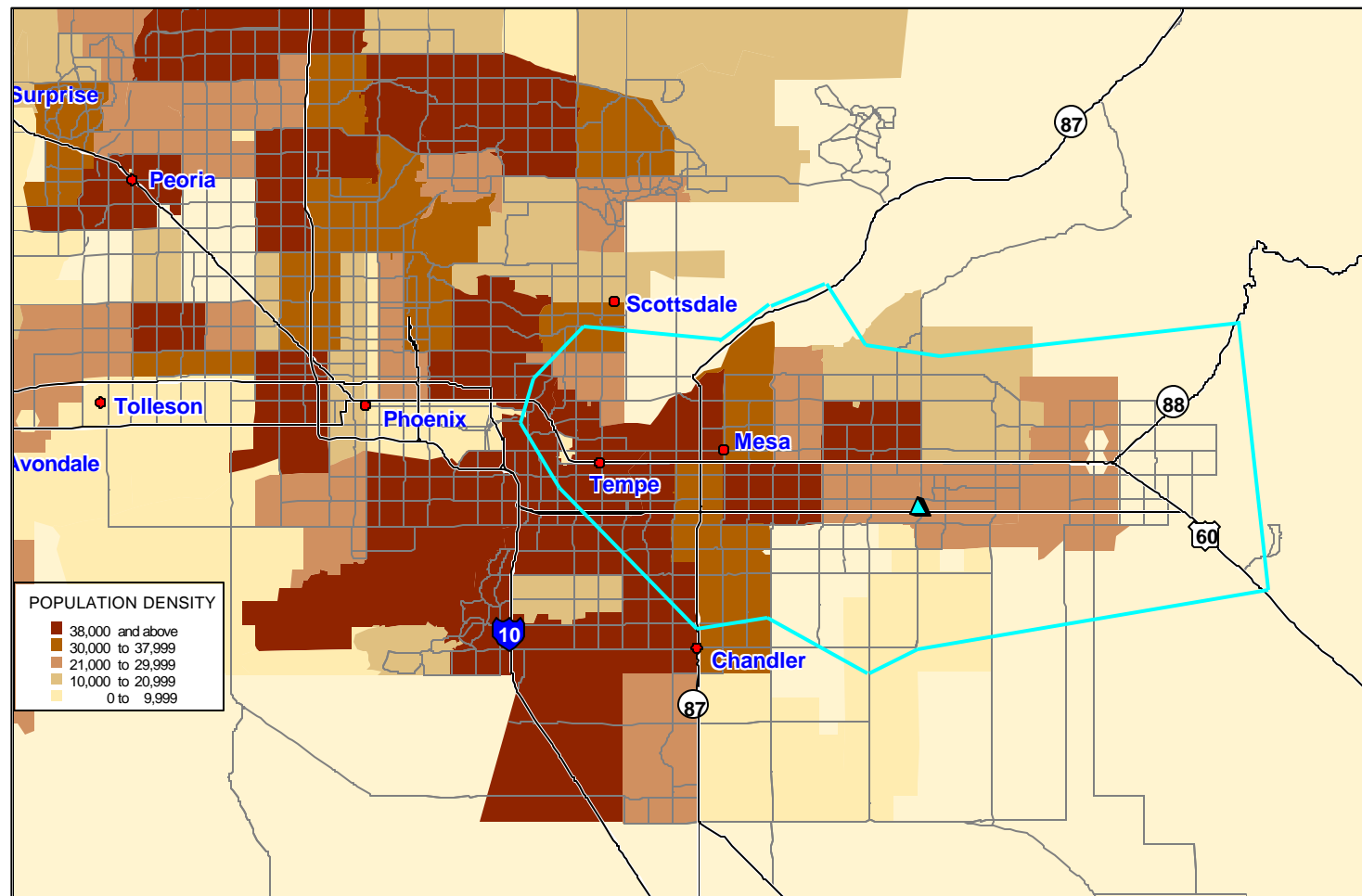
**EXHIBIT A-19**  
**Concentration of Clerical Skills**  
**30-Minute Commute Zone from Williams Gateway Airport**  
SOURCE: Tetrad



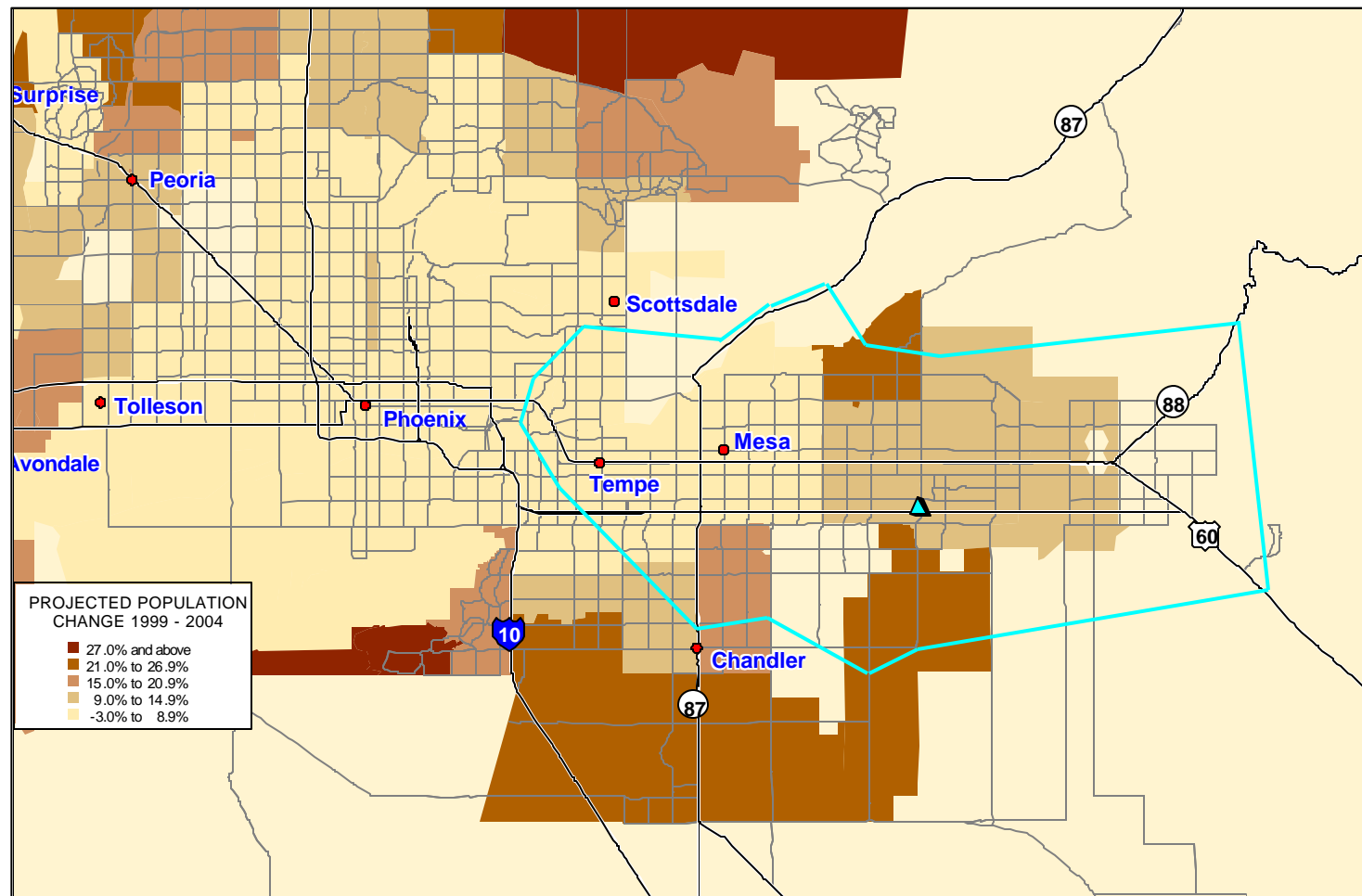
**EXHIBIT A-20**  
**Concentration of Technical Skills**  
**30-Minute Commute Zone from Williams Gateway Airport**  
**SOURCE: Tetrad**



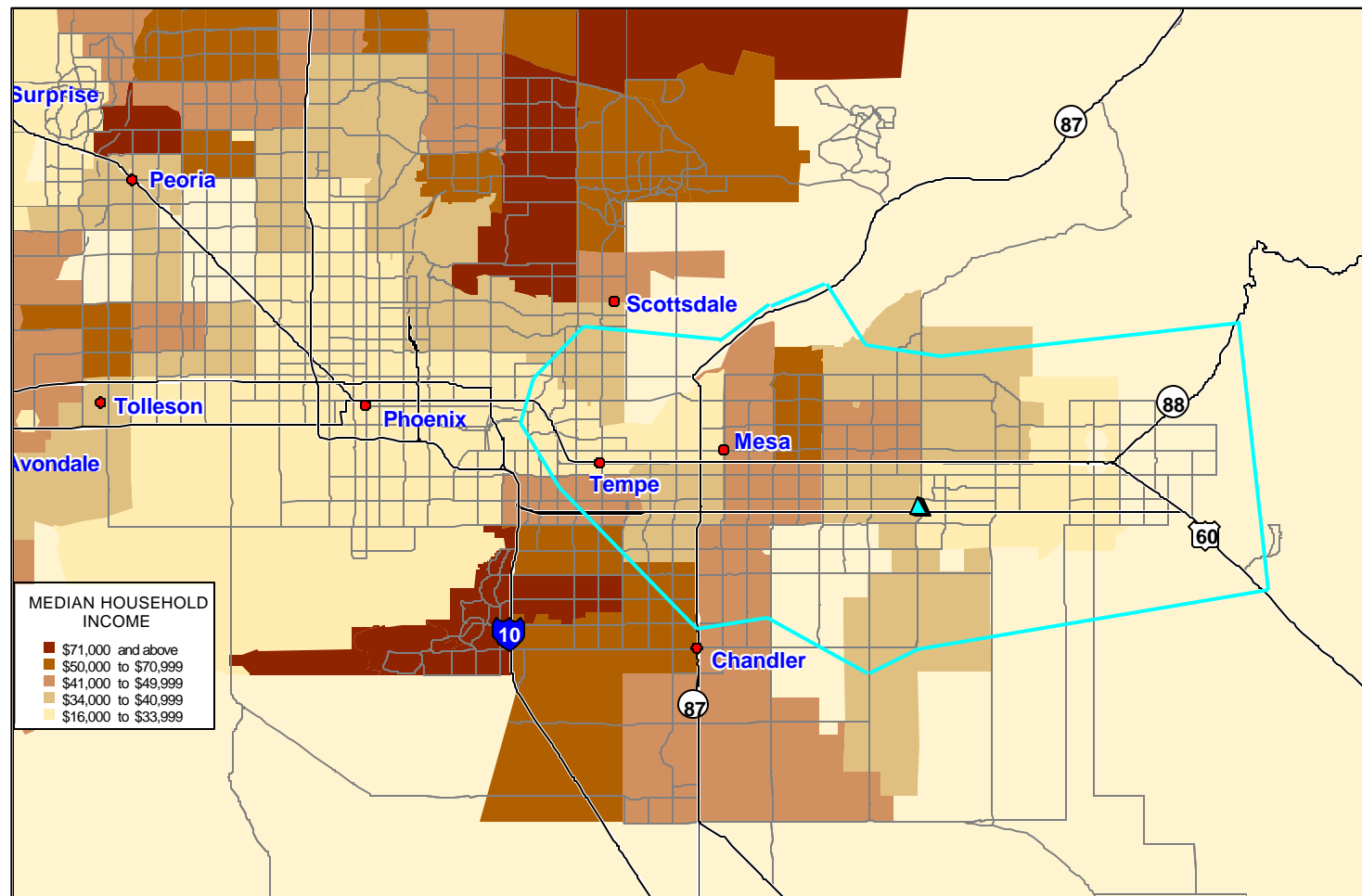
**EXHIBIT A-11**  
**Current Population Density**  
**30-Minute Commute Zone from Superstition Springs**  
**SOURCE: Claritas**



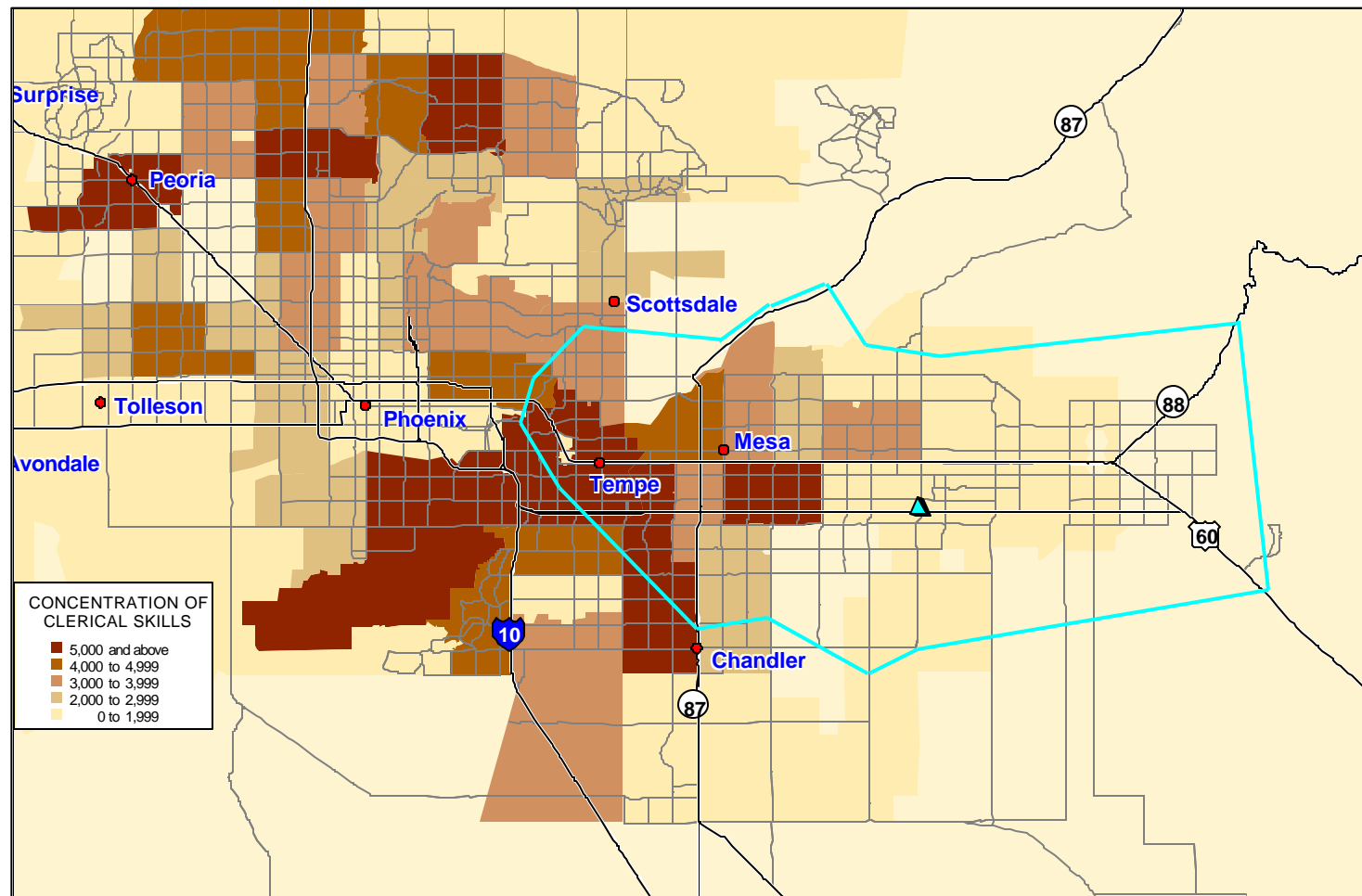
**EXHIBIT A-12**  
**Projected Population Change 1999 - 2004**  
**30-Minute Commute Zone from Superstition Springs**  
**SOURCE: Claritas**



**EXHIBIT A-13**  
**Median Household Income**  
**30-Minute Commute Zone from Superstition Springs**  
SOURCE: Claritas

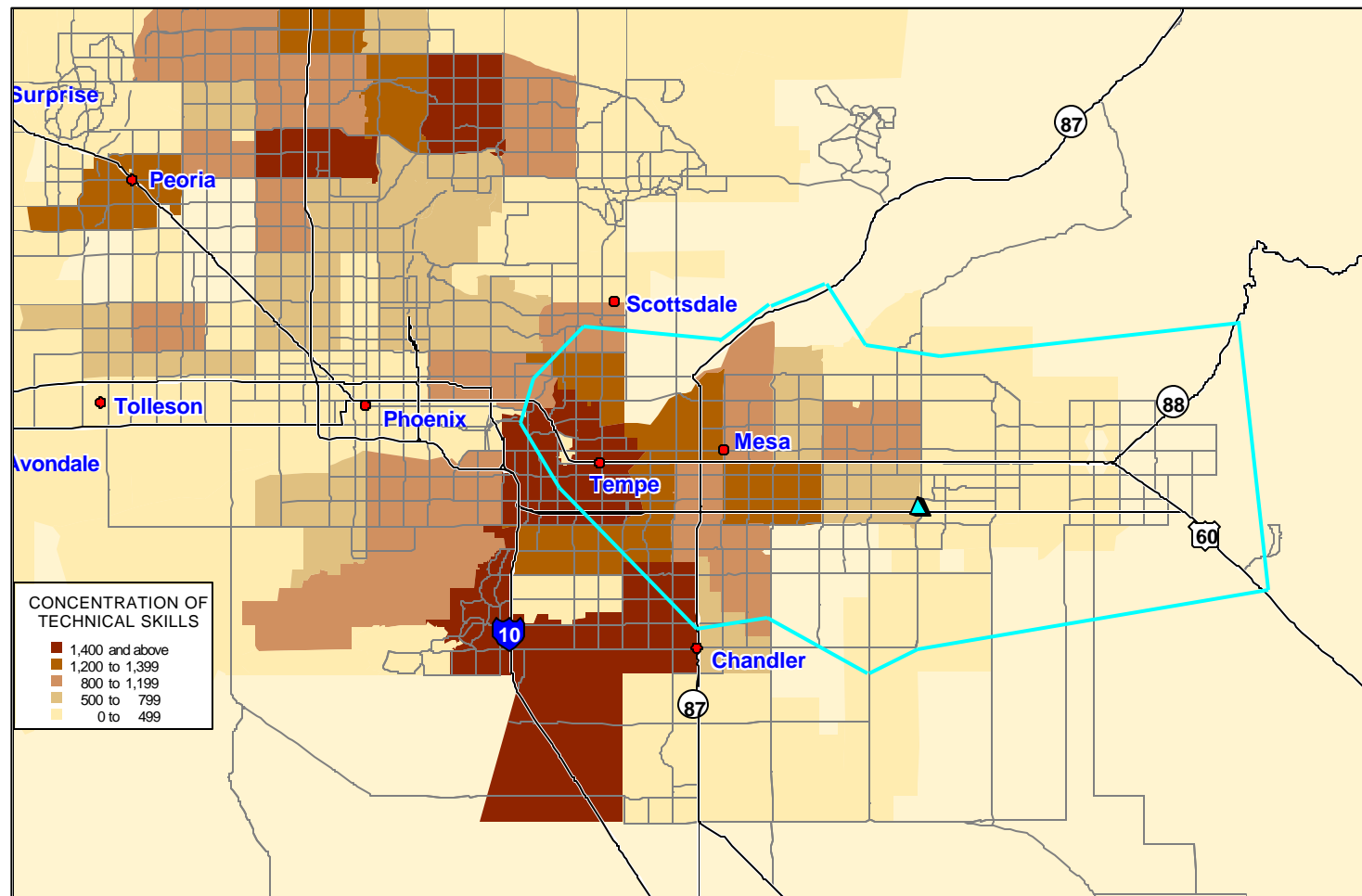


**EXHIBIT A-14**  
**Concentration of Clerical Skills**  
**30-Minute Commute Zone from Superstition Springs**  
SOURCE: Tetrad

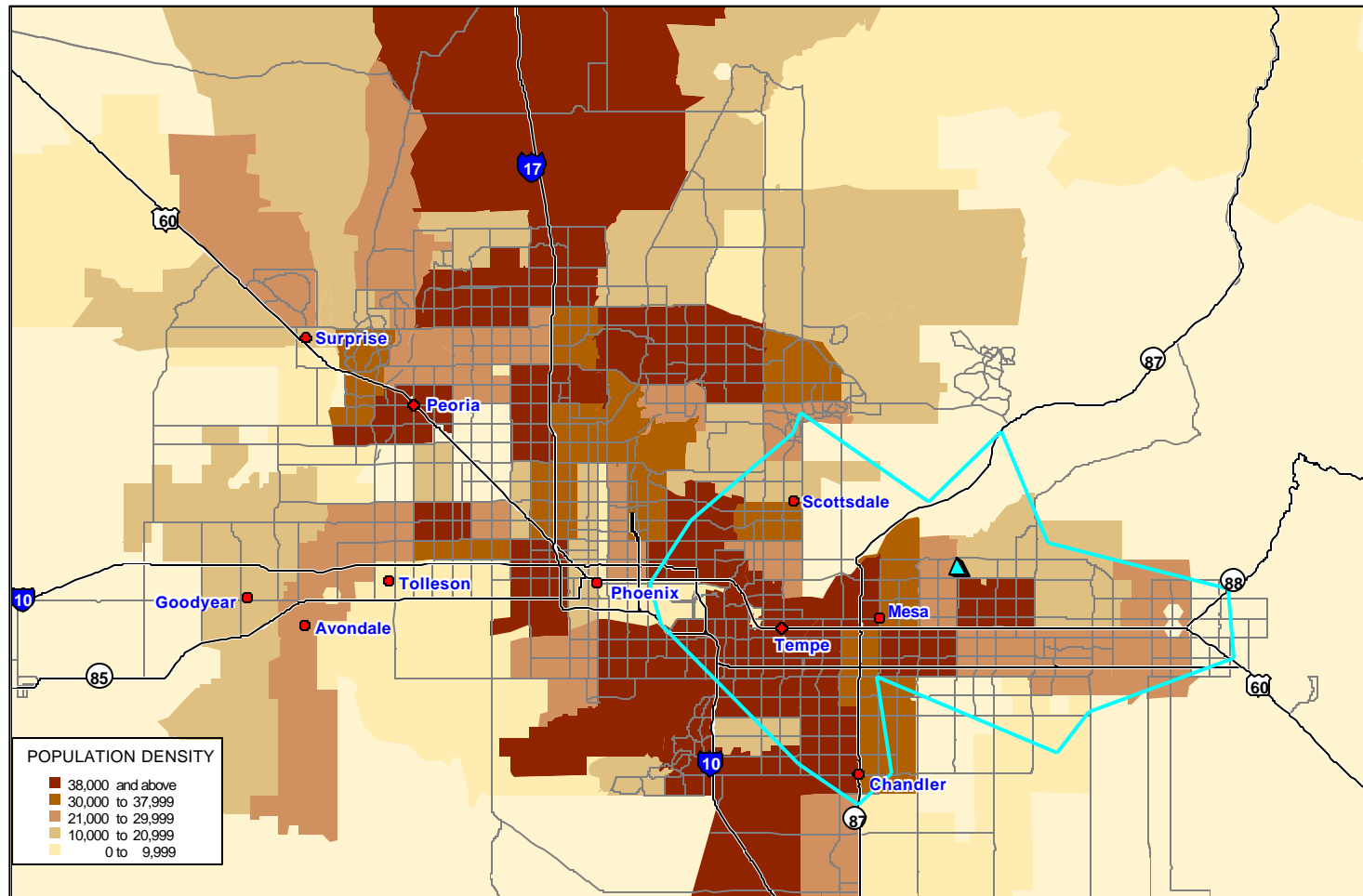




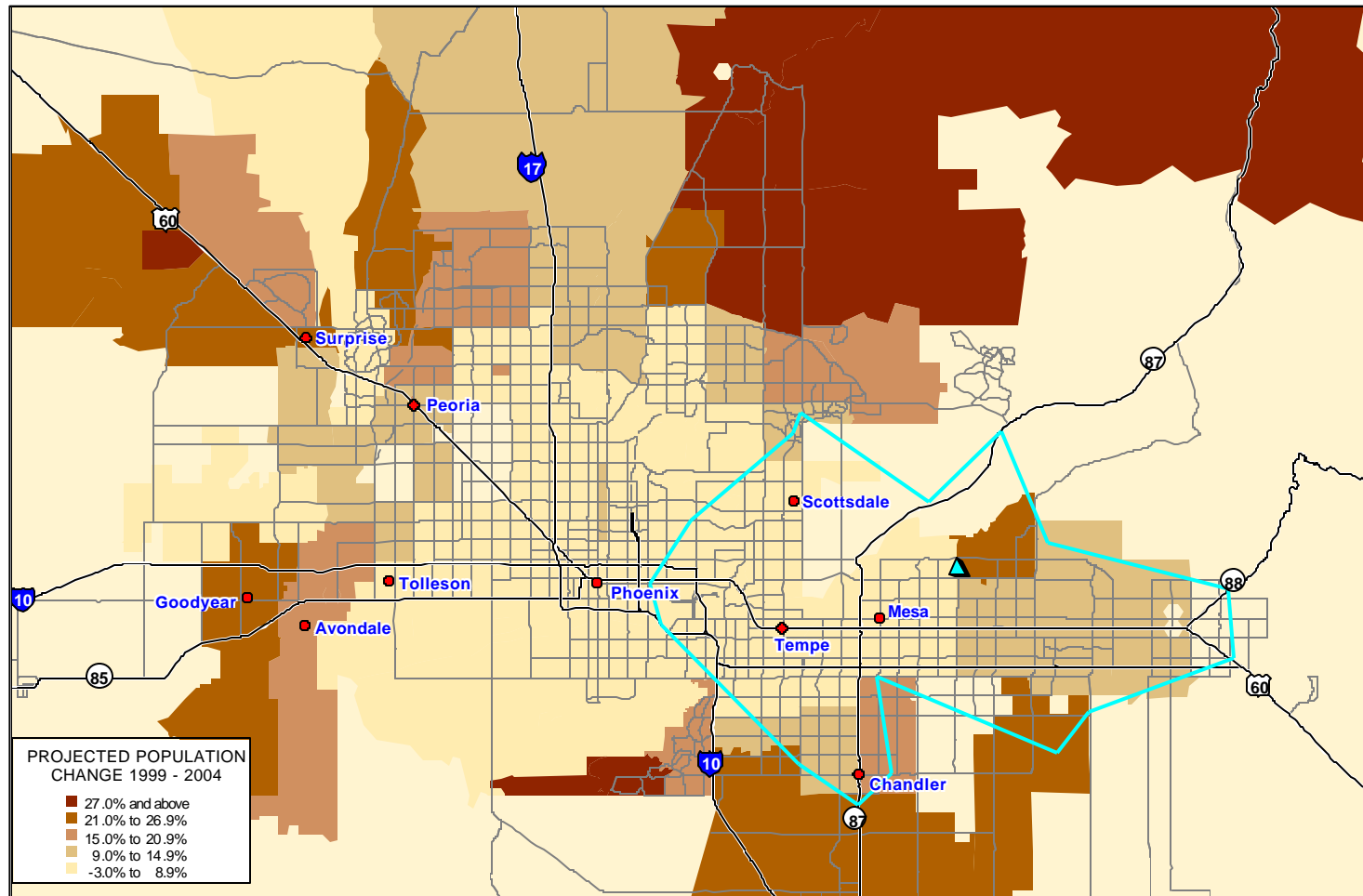
**EXHIBIT A-15**  
**Concentration of Technical Skills**  
**30-Minute Commute Zone from Superstition Springs**  
SOURCE: Tetrad



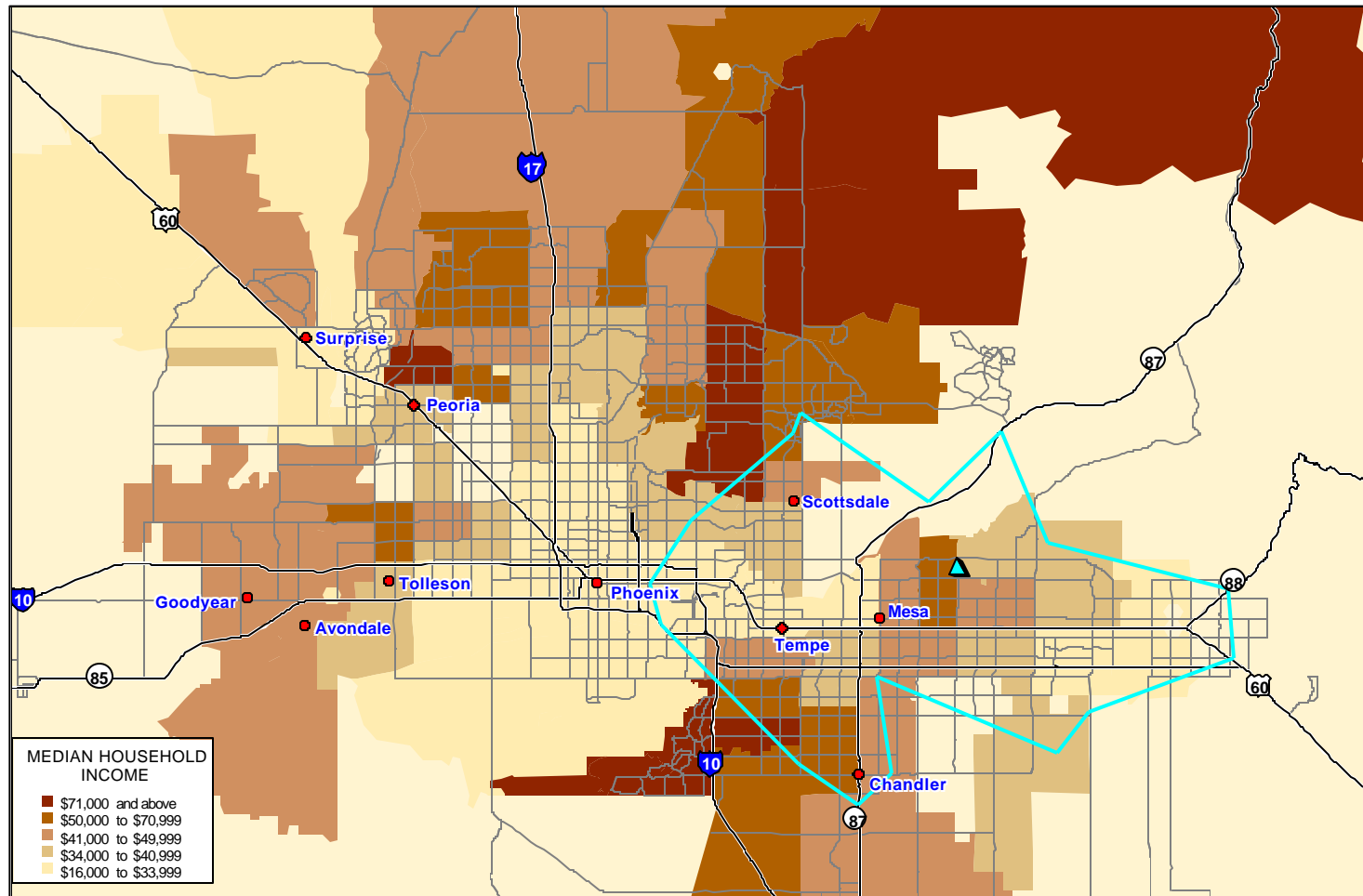
**EXHIBIT A-6**  
**Current Population Density**  
**30-Minute Commute Zone from Falcon Field Airport**  
**SOURCE: Claritas**



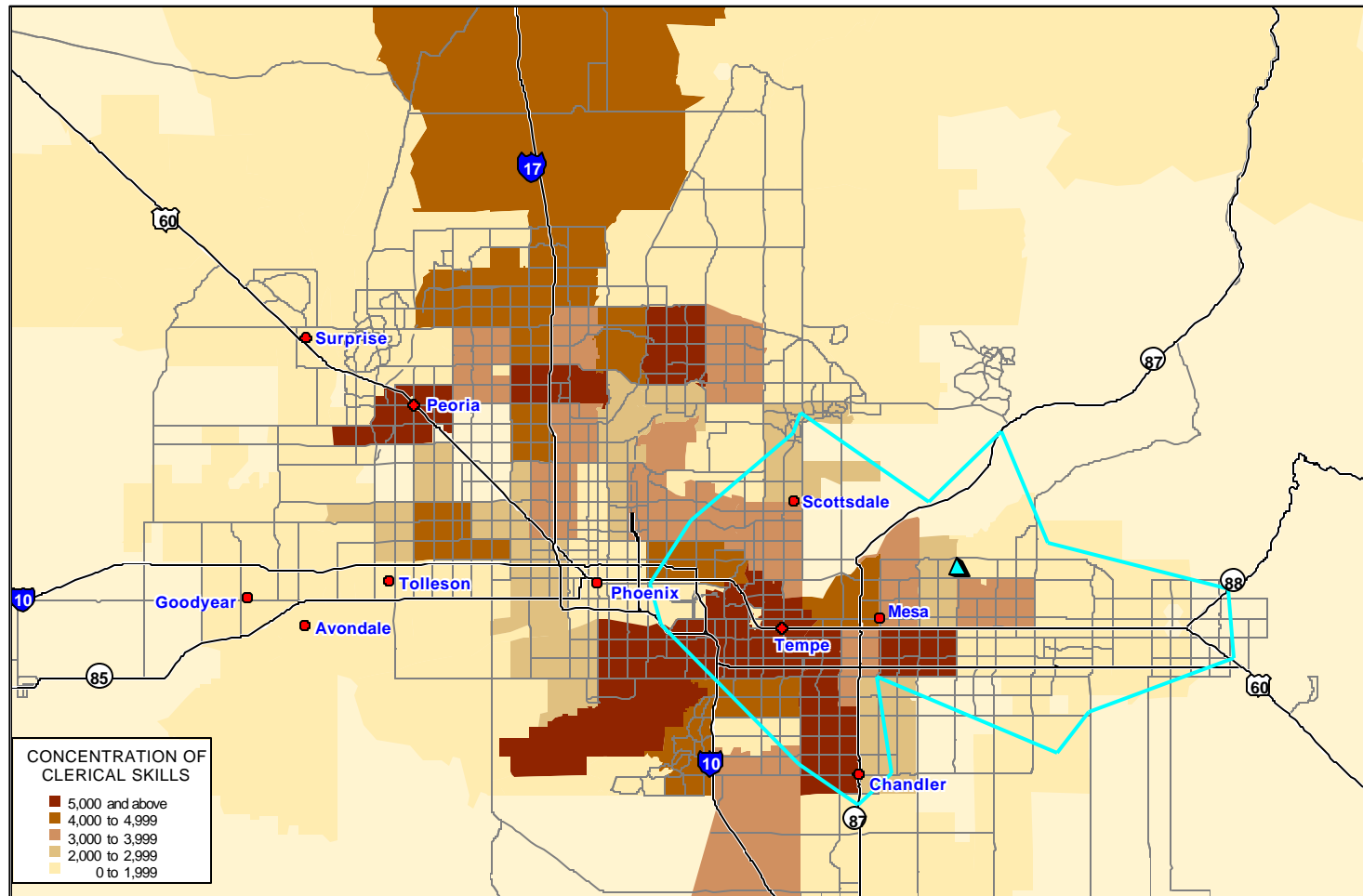
**EXHIBIT A-7**  
**Projected Population Change 1999 - 2004**  
**30-Minute Commute Zone Falcon Field Airport**  
SOURCE: Claritas



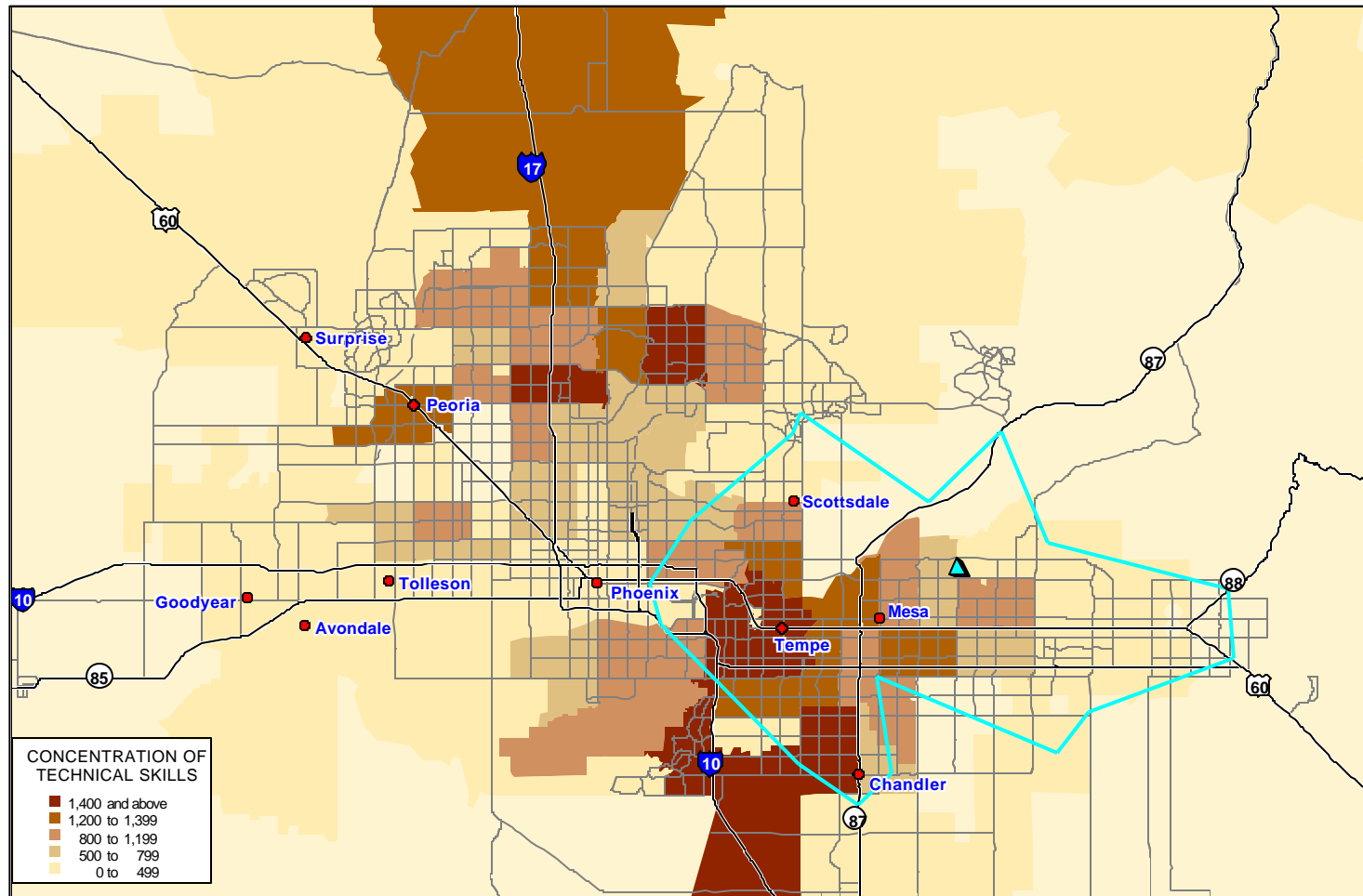
**EXHIBIT A-8**  
**Median Household Income**  
**30-Minute Commute Zone from Falcon Field Airport**  
**SOURCE: Claritas**



**EXHIBIT A-9**  
**Concentration of Clerical Skills**  
**30-Minute Commute Zone from Falcon Field Airport**  
SOURCE: Tetrad



**EXHIBIT A-10**  
**Concentration of Technical Skills**  
**30-Minute Commute Zone from Falcon Field Airport**  
SOURCE: Tetrad



**EXHIBIT C-1**  
**DEMOGRAPHIC CHARACTERISTICS**  
Source: Claritas Inc., US Bureau of the Census

	Mesa	Center Street and Main Street (Downtown Mesa)	Greenfield Road and McKellips Road (Falcon Field Airport)	Clearview Avenue and Hampton Avenue (Superstition Springs)	Power Road and Williams Field Road (Williams Gateway Airport)	Phoenix-Mesa MSA
<b>Population</b>						
1990	288,091	939,932	694,140	484,116	293,228	2,238,480
1999	342,511	1,216,916	904,822	615,712	435,579	2,994,922
2004	365,500	1,329,964	990,830	669,897	493,085	3,300,586
Change '90 - '99	18.9%	29.5%	30.4%	27.2%	48.5%	33.8%
Change '90 - '04	26.9%	41.5%	42.7%	38.4%	68.2%	47.4%
Change '99 - '04	6.7%	9.3%	9.5%	8.8%	13.2%	10.2%
<b>Percent Minority</b>						
1990	15.1%	19.9%	17.6%	16.9%	19.0%	24%
1999	19.6%	24.6%	22.2%	21.2%	23.3%	28.6%
2004	22.1%	27.1%	24.7%	23.6%	25.7%	31.1%
<b>Percent Distribution by Age Group (1999)</b>						
0-17	28.3%	26.1%	26.3%	26.8%	30.0%	26.5%
18-34	23.9%	24.9%	25.1%	24.4%	23.8%	23.7%
35-54	27.4%	29.9%	29.4%	28.5%	29.3%	28.8%
55-64	7.0%	8.0%	7.7%	7.7%	6.9%	8.1%
65-74	6.7%	5.7%	5.9%	6.5%	5.3%	6.5%
75 and over	6.7%	5.4%	5.6%	6.1%	4.7%	6.3%

**EXHIBIT C-1**  
**DEMOGRAPHIC CHARACTERISTICS**  
Source: Claritas Inc., US Bureau of the Census

	Arizona	United States
<b>Population</b>		
1990	3,665,228	248,709,875
1999	4,756,662	272,212,861
2004	5,203,771	283,625,313
Change '90 - '99	29.8%	9.4%
Change '90 - '04	42.0%	14.0%
Change '99 - '04	9.4%	4.2%
<b>Percent Minority</b>		
1990	28.3%	24.4%
1999	32.6%	28.1%
2004	35.0%	30.1%
<b>Percent Distribution by Age Group (1999)</b>		
0-17	26.8%	25.5%
18-34	23.4%	23.4%
35-54	27.9%	29.0%
55-64	8.4%	8.7%
65-74	7.2%	7.0%
75 and over	6.3%	6.3%



**EXHIBIT C-1**  
**DEMOGRAPHIC CHARACTERISTICS**  
Source: Claritas Inc., US Bureau of the Census

Mesa	Center Street and Main Street (Downtown Mesa)	Greenfield Road and McKellips Road (Falcon Field Airport)	Clearview Avenue and Hampton Avenue (Superstition Springs)	Power Road and Williams Field Road (Williams Gateway Airport)	Phoenix-Mesa MSA
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**Percent Distribution by Age Group (2004)**

0-17	27.7%	25.7%	25.9%	26.2%	29.3%	26.1%
18-34	23.0%	23.4%	23.7%	23.3%	23.0%	22.7%
35-54	27.6%	30.1%	29.6%	28.6%	29.2%	28.9%
55-64	8.4%	9.8%	9.5%	9.3%	8.7%	9.7%
65-74	6.4%	5.3%	5.6%	6.2%	5.0%	6.1%
75 and over	7.0%	5.6%	5.8%	6.4%	4.7%	6.5%

**Projected Percent Change in Age Distribution (1999-2004)**

0-17	4.3%	7.5%	7.6%	6.6%	10.8%	8.6%
18-34	2.6%	2.9%	3.5%	4.1%	9.3%	5.2%
35-54	7.4%	10.3%	10.4%	9.1%	12.6%	10.5%
55-64	28.8%	33.7%	34.0%	31.6%	43.3%	32.1%
65-74	1.0%	2.1%	3.0%	2.6%	6.5%	2.7%
75 and over	11.6%	13.5%	13.7%	13.4%	15.0%	14.4%

**Median Age**

1999	33.5	34.3	34.1	34.2	32.5	34.8
2004	34.5	35.6	35.3	35.3	33.3	35.8

**Median Household Income**

1999	\$40,047	\$43,681	\$43,222	\$41,294	\$45,874	\$40,935
2004	\$43,904	\$49,693	\$49,092	\$46,052	\$53,459	\$45,860
Change '99 - '04	9.6%	13.8%	13.6%	11.5%	16.5%	12.0%

**EXHIBIT C-1**  
**DEMOGRAPHIC CHARACTERISTICS**  
Source: Claritas Inc., US Bureau of the Census

<b>Arizona</b>	<b>United States</b>

**Percent Distribution by Age Group (2004)**

0-17	26.4%	24.9%
18-34	22.5%	22.5%
35-54	27.9%	28.9%
55-64	9.8%	10.2%
65-74	6.9%	6.8%
75 and over	6.6%	6.7%

**Projected Percent Change in  
Age Distribution (1999-2004)**

0-17	7.7%	2.1%
18-34	5.0%	0.2%
35-54	9.4%	3.5%
55-64	28.1%	21.0%
65-74	3.8%	1.8%
75 and over	14.4%	9.7%

**Median Age**

1999	34.9	35.7
2004	35.9	36.8

**Median Household Income**

1999	36,599	\$40,525
2004	40,329	\$44,916
Change '99 - '04	10.2%	10.8%

**EXHIBIT C-1**  
**DEMOGRAPHIC CHARACTERISTICS**  
Source: Claritas Inc., US Bureau of the Census

Mesa	Center Street and Main Street (Downtown Mesa)	Greenfield Road and McKellips Road (Falcon Field Airport)	Clearview Avenue and Hampton Avenue (Superstition Springs)	Power Road and Williams Field Road (Williams Gateway Airport)	Phoenix-Mesa MSA
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**Household Income Distribution (1999)**

Households	129,837	472,462	351,324	237,599	158,761	1,145,106
Less than \$35,000	43.3%	39.5%	40.0%	42.1%	37.0%	42.5%
Between \$35,000 and \$75,000	38.7%	37.6%	37.9%	37.4%	39.9%	37.3%
Greater than \$75,000	18.0%	22.8%	22.1%	20.4%	23.0%	20.2%

**Educational Attainment Levels (1990)**

No High School Diploma	15.2%	10.2%	14.8%	15.6%	16.9%	19.3%
High School Diploma Only	27.0%	23.7%	10.6%	35.4%	25.7%	25.7%
Associate Degree	8.0%	3.5%	3.8%	7.6%	7.7%	7.1%
1 to 3 Years College	28.8%	12.3%	12.5%	27.6%	27.9%	26.4%
Bachelors Degree	14.7%	8.9%	9.9%	16.2%	15.3%	14.5%
Graduate Degree	6.3%	4.9%	5.0%	7.6%	6.5%	6.9%
12 to 15 years of education	63.8%	39.5%	26.9%	70.7%	61.4%	59.3%
16 or more years of education	21.0%	13.8%	14.9%	23.8%	21.8%	21.4%

# **EXHIBIT C-1** **DEMOGRAPHIC CHARACTERISTICS**

Source: Claritas Inc., US Bureau of the Census

<b>Arizona</b>	<b>United States</b>

## **Household Income Distribution (1999)**

Households	1,822,829	102,048,200
Less than \$35,000	47.7%	43.6%
Between \$35,000 and \$75,000	35.4%	35.6%
Greater than \$75,000	16.9%	20.8%

## **Educational Attainment Levels (1990)**

No High School Diploma	21.3%	24.8%
High School Diploma Only	26.1%	30.0%
Associate Degree	6.8%	6.2%
1 to 3 Years College	25.4%	18.7%
Bachelors Degree	13.3%	13.1%
Graduate Degree	7.0%	7.2%
12 to 15 years of education	58.3%	54.9%
16 or more years of education	20.3%	20.3%

## EXHIBIT C-2

### LABOR FORCE CHARACTERISTICS

Source: US Bureau of Labor Statistics, Claritas Inc., State Department of Education

	Mesa	Center Street and Main Street (Downtown Mesa)	Greenfield Road and McKellips Road (Falcon Field Airport)	Clearview Avenue and Hampton Avenue (Superstition Springs)	Power Road and Williams Field Road (Williams Gateway Airport)
<b>Civilian Labor Force (Average Annual)</b>					
1993	149,866	487,818	360,254	251,253	152,183
1998	171,829	612,448	455,378	309,875	219,218
November, 1999	183,874	653,292	485,746	330,540	233,837
% Change '93 - '98	14.7%	25.5%	26.4%	23.3%	44.0%
<b>Unemployment Rate (Average Annual)</b>					
1993	N/A	N/A	N/A	N/A	N/A
1998	N/A	N/A	N/A	N/A	N/A
November, 1999	N/A	N/A	N/A	N/A	N/A
<b>Labor Participation (1990)</b>					
Female	58.6%	60.6%	60.4%	58.7%	59.9%
Male	77.4%	78.1%	77.6%	76.1%	77.9%
Total	67.7%	69.2%	68.8%	67.2%	68.7%

## EXHIBIT C-2

### LABOR FORCE CHARACTERISTICS

Source: US Bureau of Labor Statistics, Claritas Inc., State Department of Education

	Phoenix-Mesa MSA	Arizona	United States
<b>Civilian Labor Force (Average Annual)</b>			
1993	1,161,756	1,830,376.00	129,200,000
1998	1,507,280	2,272,388.00	139,128,221
November, 1999	1,607,800	2,434,400	139,662,000
% Change '93 - '98	29.7%	24.1%	7.7%

<b>Unemployment Rate (Average Annual)</b>			
1993	5.0%	6.3%	6.9%
1998	2.7%	4.1%	4.6%
November, 1999	2.7%	3.7%	4.1%

<b>Labor Participation (1990)</b>			
Female	57.2%	54.7%	56.8%
Male	74.8%	71.0%	74.4%
Total	65.8%	62.6%	65.3%

**EXHIBIT C-3**  
**EMPLOYMENT BY OCCUPATION CATEGORY (1990)**

Source: Claritas Inc.

	Center Street and Main Street (Downtown Mesa)	Greenfield Road and McKellips Road (Falcon Field Airport)	Clearview Avenue and Hampton Avenue (Superstition Springs)	Power Road and Williams Field Road (Williams Gateway Airport)	Phoenix- Mesa MSA	Arizona	United States
Mesa							

**Actual Employment**

Executive	17,780	68,469	49,404	31,956	18,186	140,488	201,892	14,227,916
Professional	19,368	73,896	55,021	35,716	20,422	146,892	228,880	16,305,666
Technician	5,881	20,293	15,275	10,067	6,148	43,157	63,757	4,257,235
Sales	17,208	63,616	46,296	30,649	17,647	135,877	207,600	13,634,686
Clerical	24,066	79,628	57,870	39,020	22,995	180,067	260,762	18,826,478
Services	18,035	59,697	43,819	30,221	17,258	141,288	236,320	12,781,911
Farming	1,769	6,947	4,998	3,609	2,699	21,538	36,624	2,839,010
Precision Production	16,681	48,084	36,325	26,112	16,766	116,976	182,952	13,097,963
Machine Operators	6,186	19,699	14,301	9,764	6,391	48,711	69,137	7,904,197
Transportation	4,258	13,489	9,970	7,095	4,386	35,003	57,758	4,729,001
Laborers / Handlers	4,299	14,248	10,266	7,102	4,692	36,254	58,214	4,563,134

**Percentage of Labor Force**

Executive	13.1%	14.6%	14.4%	13.8%	13.2%	13.4%	12.6%	12.6%
Professional	14.3%	15.8%	16.0%	15.4%	14.8%	14.0%	14.3%	14.4%
Technician	4.3%	4.3%	4.4%	4.4%	4.5%	4.1%	4.0%	3.8%
Sales	12.7%	13.6%	13.5%	13.3%	12.8%	13.0%	12.9%	12.0%
Clerical	17.8%	17.0%	16.8%	16.9%	16.7%	17.2%	16.3%	16.6%
Services	13.3%	12.8%	12.8%	13.1%	12.5%	13.5%	14.7%	11.3%
Farming	1.3%	1.5%	1.5%	1.6%	2.0%	2.1%	2.3%	2.5%
Precision Production	12.3%	10.3%	10.6%	11.3%	12.2%	11.2%	11.4%	11.6%
Machine Operators	4.6%	4.2%	4.2%	4.2%	4.6%	4.7%	4.3%	7.0%
Transportation	3.1%	2.9%	2.9%	3.1%	3.2%	3.3%	3.6%	4.2%
Laborers / Handlers	3.2%	3.0%	3.0%	3.1%	3.4%	3.5%	3.6%	4.0%

**EXHIBIT C-4**  
**QUALITY OF LIFE MEASURES**  
Source: Claritas Inc, Economic Research Inc.

	Center Street and Main Street (Downtown Mesa)	Greenfield Road and McKellips Road (Falcon Field Airport)	Clearview Avenue and Hampton Avenue (Superstition Springs)	Power Road and Williams Field Road (Williams Gateway Airport)	Phoenix-Mesa MSA
Mesa					

**Commuting (1990)**

% of Workforce With Less than 15 Minute Commute	31.2%	30.6%	31.4%	31.7%	30.2%	29.6%
% of Workforce With 15-30 Minute Commute	37.3%	38.7%	38.0%	37.5%	36.7%	38.15%
% of Workforce With 30-45 Minute Commute	20.5%	21.0%	20.4%	20.3%	20.7%	21.45%
% of Workforce With 45-60 Minute Commute	6.8%	6.2%	6.4%	6.5%	7.7%	6.57%
% of Workforce With Over 60 Minute Commute	4.1%	3.6%	3.7%	4.0%	4.7%	4.24%

**Cost of Living (1999)**

ERI Cost of Living Index (US=100)	103.4%	N/A	N/A	N/A	N/A	111.1%
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**Housing**

Median Home Value 1990	\$86,508	\$89,899	\$90,225	\$89,150	\$88,745	\$84,229
Median Home Value 1999	\$113,062	\$120,870	\$121,040	\$119,025	\$121,871	\$114,245
Median Home Value 2004	\$130,200	\$142,558	\$142,647	\$139,422	\$144,846	\$133,545



**EXHIBIT C-4**  
**QUALITY OF LIFE MEASURES**  
Source: Claritas Inc, Economic Research Inc.

<b>Arizona</b>	<b>United States</b>

**Commuting (1990)**

% of Workforce With Less than 15 Minute Commute	31.3%	32.4%
% of Workforce With 15-30 Minute Commute	37.5%	37.1%
% of Workforce With 30-45 Minute Commute	18.5%	18.0%
% of Workforce With 45-60 Minute Commute	5.5%	9.3%
% of Workforce With Over 60 Minute Commute	4.2%	6.0%

**Cost of Living (1999)**

ERI Cost of Living Index (US=100)	104.0%	100.0%
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**Housing**

Median Home Value 1990	\$80,137	\$79,098
Median Home Value 1999	\$109,330	\$105,041
Median Home Value 2004	\$125,833	\$120,038

**EXHIBIT C-5**  
**MAJOR EMPLOYERS**

Source: Greater Phoenix Economic Council

Company	City	Product Description	Employees
Banner Health Systems (5 sites)	Mesa	Physicians & surgeons information bureau	5,800
Boeing Corporation	Mesa	Military helicopters manufacture and research	5,300
Motorola Semiconductor Product Sector	Mesa	Semiconductors and related solid state manufacturer	3,100
AT&T Corp			
-University Site 1	Mesa	International education and training facility-communications	2,800
-University Site 2	Mesa	International education and training facility-communications	850
TRW Vehicle Safety Systems Site 1	Mesa	Airbag/driver side manufacturing and gas generators	1,100
TRW Vehicle Safety Systems Site 2	Mesa	Airbag/driver side manufacturing and gas generators	1,900
GM Desert Proving Grounds	Mesa	Automotive validation & Dev. Services & Eng. Analysis for GM advanced product program	1,400
Empire (Southwest) Machinery	Mesa	Tractor-dealers (wholesale)	1,100
Excell Agent Services	Mesa	Provides directory assistance	1,000
Phoenix Newspaper Inc	Mesa	Newspapers (manufacturers)	1,000

**EXHIBIT C-6**  
**AVERAGE ANNUAL EARNINGS BY OCCUPATIONAL CATEGORY**  
Source: Economic Research Institute

<b>Occupation Description</b>	<b>Phoenix-Mesa MSA</b>	<b>United States</b>
Accounting Clerk	\$21,217	\$22,406
Assistant, Administrative	\$32,721	\$34,624
Civil Engineer	\$48,470	\$53,135
Computer Programmer	\$45,241	\$47,821
Electronics Assembler	\$23,612	\$25,024
Electronics Technician	\$40,545	\$42,871
Engineering Technician, Mechanical	\$38,629	\$40,851
Machinery Mechanic, Maintenance	\$33,913	\$35,882
Machinist General	\$39,906	\$42,198
PC/Microcomputer Specialist	\$35,977	\$38,057
Secretary, Administrative	\$31,312	\$33,139
Analyst, Systems	\$56,123	\$58,978
Tool & Die Maker	\$38,948	\$41,188
Applications Programmer	\$45,241	\$47,821
Assembler, Product	\$29,194	\$30,908

**TABLE C-7**  
**UNION ELECTIONS IN THE CITY OF MESA (1977-1998)**

Source: National Labor Relations Board

Company Name	SIC Code	Location	County Name	Unit	Union Name	Type of Election
Able Steel Co Inc	3310	Mesa	Maricopa	Industrial	Iron Workers	Certification
American Crane Corporation	1440	Mesa	Maricopa	Industrial	Engineers Operating	Certification
Jersen Industries, Inc.	4580	Mesa	Maricopa	Departmental	Local Independent Union	Certification
Keenan Supply Inc	5070	Mesa	Maricopa	Truck Drivers	Teamsters	Certification
Master Craft	2510	Mesa	Maricopa	Industrial	Carpenters	Decertification
Maytag Aircraft Corp	4580	Mesa	Maricopa	Departmental	Machinists	Certification
Mcdonnell Douglas Helicopter Co.	3720	Mesa	Maricopa	Industrial	Auto Workers	Certification
Mcdonnell-Douglas Helicopter Company	3720	Mesa	Maricopa	Industrial	Auto Workers	Certification
Mission Cable Company, Lp	1730	Mesa	Maricopa	Industrial	Communications Workers	Certification
Moore Chrome Products, Inc.	3420	Mesa	Maricopa	Industrial	Steel Workers	Certification
P. M. Plumbing & Mechanical	1710	Mesa	Maricopa	Craft	Plumbers	Certification
Sliskovich Plumbing Specialist, Inc.	1710	Mesa	Maricopa	Craft	Plumbers	Certification
Sun Pontiac Inc	5010	Mesa	Maricopa	Office/Clerical	Teamsters	Certification
Taylor Brothers Wholesale Distributors	5140	Mesa	Maricopa	Truck Drivers	Teamsters	Certification
Taylor Forge Engineered Systems, Inc.	7010	Mesa	Maricopa	Industrial	Hotel Restaurant Employees	Certification
Wackenhut Corporation	7380	Mesa	Maricopa	Guards	Local Independent Union	Certification

**TABLE C-7**  
**UNION ELECTIONS IN THE CITY OF MESA (1977-1998)**

Source: National Labor Relations Board

Eligible Votes	Votes For Union	Votes Against Union	Union Won Election?	Date
18	0	14	No	03/81
29	9	19	No	05/98
4	3	0	Yes	09/97
5	4	1	Yes	02/78
133	58	61	No	09/79
17	10	6	Yes	02/83
1288	317	889	No	04/87
890	375	437	No	10/89
11	8	3	Yes	11/93
35	12	22	No	04/98
7	3	2	Yes	05/93
5	2	0	Yes	07/90
12	10	2	Yes	06/81
31	16	13	Yes	01/87
17	14	1	Yes	10/97
49	0	6	No	08/93